## BEFORE THE PUBLIC UTILITIES COMMISSION



## STATE OF CALIFORNIA



ADMINISTRATIVE LAW JUDGE MICHELLE COOKE, presiding

Order Instituting Investigation on ) EVIDENTIARY the Commission's Own Motion to HEARING Consider the Ratemaking and Other Implications of a Proposed Plan for Resolution of Voluntary Case filed by Pacific Gas and Electric Company, pursuant to Chapter 11 of the Investigation Bankruptcy Code, in the United 19-09-016 States Bankruptcy Court, Northern District of California, San Francisco Division, In re Pacific Gas and Electric Corporation and Pacific Gas and Electric Company, Case No.19-30088

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1	SAN FRANCISCO, CALIFORNIA
2	FEBRUARY 27, 2020 - 10:10 A.M.
3	* * * *
4	ADMINISTRATIVE LAW JUDGE COOKE: Let's
5	be on the record. This is the time and place
6	for the further Evidentiary Hearing in
7	Investigation 19-09-016. My name is Michelle
8	Cooke. I'm an Assistant Chief Administrative
9	Law Judge at the California Public Utilities
10	Commission and I'm filling in for
11	Administrative Law Judge Peter Allen, who is
12	the assigned ALJ.
13	Before we got started on the record
14	today, we have gone over various procedural
15	matters related to adjusting the schedule and
16	things like that, which we will provide an
17	update on later today.
18	At this point, I'm going to cover a
19	few paperwork items. At this time, I will
20	mark for identification as Exhibit A4NR-X-03,
21	the Alliance for Nuclear Responsibility
22	Cross-Examination Exhibit Form 10K. This was
23	used during proceedings earlier this week,
24	but we neglected to identify it for the
25	record.
26	(Exhibit No. A4NR-X-03 was marked for identification.)
27	LOT TACHETTTCACTOIL.
28	ALJ COOKE: At this time, I will mark

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for identification as A4NR-02-C, a
2
    confidential page 18 of A4NR-02. It's a
3
    replacement for that page.
              (Exhibit No. A4NR-02 was marked for
 4
              identification.)
 5
          ALJ COOKE: At this time, I will mark
 6
    for identification as Exhibit Abrams-06, the
 7
    Opening Testimony on Nonfinancial Issues
 8
 9
    Related to Proposed Plan for Resolution of
    Voluntary Case Pursuant to Chapter 11 of the
10
    Bankruptcy Code by Pacific Gas & Electric
11
12
    Company.
              This is Mr. Abrams' Opening
    Testimony, dated December 13, 2019.
13
14
              (Exhibit No. ABRAMS-06 was marked
              for identification.)
15
          ALJ NAME: At this time, I'll mark for
16
17
    identification as Exhibit Abrams-X-07, Abrams
    Cross-Examination Exhibit Statement of
18
    Governor Newsom, which is a Statement
19
20
    submitted in the Federal Bankruptcy case.
2.1
              (Exhibit No. ABRAMS-X-07 was marked
              for identification.)
22
          ALJ COOKE: At this time, I will mark
23
    for identification as Exhibit ABRAMS-X-08,
24
    the Abrams Cross-Examination Exhibit
25
    Objection of Governor Newsom, which is also a
26
    document filed in the Federal Bankruptcy
27
28
    case.
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(Exhibit No. ABRAMS-X-08 was marked
1
              for identification.)
 2
          ALJ COOKE: At this time, I'll mark for
 3
    identification Exhibit SBUA-X-02,
 5
    Cross-Examination Hearing Exhibit PG&E Risk
    Register, which is a document that is a Data
7
    Response to a SBUA Data Request.
              (Exhibit No. SBUA-X-02 was marked
 8
              for identification.)
 9
          ALJ COOKE: At this time, I would just
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    like to remind everybody that we have a court
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    reporter, and so please speak clearly for the
    record. In addition, we are webcasting
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    today, so please speak into the microphones,
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    and for all these reasons, please don't talk
    over one another, and those are the
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    preliminary ground rules.
17
              We have a very tight schedule.
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    Please, limit your questions to things within
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    the scope of this proceeding, not other
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    proceedings that might be related to PG&E's
    bankruptcy, and we'll be working as quickly
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    through all the questioning as we can today.
              At this time, we'll resume with
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    cross-examination of Witness Vesey.
25
              Mr. Vesey, I remind you that you
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    remain under oath. We will start with
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    cross-examination by CLECA.
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1	Ms. Sheriff.
2	ANDREW M. VESEY,
3	resumed the stand and testified further as
4	follows:
5	CROSS-EXAMINATION
6	BY MS. SHERIFF:
7	Q Good morning, Mr. Vesey.
8	A Good morning.
9	Q My name is Nora Sheriff. I
10	represent the California Large Energy
11	Consumers Association, or CLECA. CLECA is
12	made up of large manufacturing customers of
13	PG&E and Southern California Edison.
14	I'm going to ask you first a
15	question about how a statement in one of your
16	colleague's testimony applies to PG&E, which
17	I hope you can answer as head of the utility.
18	At page 5-31, line 8, your
19	colleague states that, quote, "The risk of
20	not having an effective records and
21	information management program may result in
22	the failure to properly construct, operate,
23	and maintain a safe system potentially
24	leading to property damage or even loss of
25	life."
26	Has this proven to be true for
27	PG&E?
28	A I think the the premise that

accurate and sound records are key and 1 2. fundamental to safe operations is correct. Has PG&E's failure to maintain 3 0 accurate records led to property damage or 4 loss of life or both? 5 I am not aware that any specific 6 7 case relating to lack of proper records was contributing to that. I'm just not 8 knowledgeable to be able to answer that. 9 10 Are you familiar with the San Bruno Q 11 gas explosion? 12 Only in retrospect by reading the records and documents. 13 Isn't PG&E on federal criminal 14 probation because there was property damage 15 16 and loss of life from the San Bruno gas explosion? 17 18 А I will accept that premise. 19 Okay. Did the company declare 2.0 bankruptcy because of the liabilities 21 associated with the property damage and loss of life from catastrophic wildfires ignited 22 2.3 by PG&E's equipment? 24 I will accept that premise. Α 25 Have you been following PG&E's 0 26 federal criminal probation proceedings and 27 Judge Alsup's rulings? Only in reading documents 2.8 Α

associated with it, not personal knowledge. 1 2. Are you aware that PG&E has been berated by Judge Alsup for its failures to 3 maintain its equipment and for the dismal 4 recordkeeping? 5 6 Α I will accept that. 7 How long has PG&E been working to improve its recordkeeping and information 8 9 management? I believe because, as I stated 10 Α 11 yesterday, I completed six months, I don't have current knowledge of, but I believe that 12 that effort has been underway beginning with 13 the results of the San Bruno explosion, that 14 that led to a recognition that our record 15 16 management system was not where it needed to 17 be. 18 I know based on that, there was a collection and codification of records to 19 find out where the improvements needed to be. 2.0 21 I know that there is a department that is exclusively focused on improving the quality 22 2.3 of the records management process, and that there have been formal undertakings there, as 24 25 far as I know, over the last two years. 26 Okay. At page 5-34, lines 31 to 27 33, you state, quote, "De-energizing and then

resorting millions of customers across

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distinct PSPS events is a monumental task 1 requiring coordination, communication, and 2. safe actions." 3 For that communication's piece, you 4 have to have accurate records for and 5 knowledge of which customers will be 6 7 affected; correct? Α Yes. 8 9 0 You also have to have accurate and 10 granular knowledge of how your circuits map 11 to your customers; is that correct? That's correct. 12 Α You were the head of the utility 13 0 14 during the fall 2019 PSPS events; correct? 15 Δ That's correct. 16 And just for clarity, PSPS stands 0 17 for Public Safety Power Shutoff? 18 Α That's correct. 19 Are you familiar with failure to notify, approximately, 23,000 customers of 2.0 21 the 729,000 customers that were affected by the October 9th PSPS event? 22 2.3 Α Yes. Were the records involved in the 24 0 25 communication failure of the fall 2019 events part of the 2014 effort to centralized data 26 27 management, the Enterprise Records and Information Management program referenced by 2.8

1 your colleague?

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A I don't have specific details about that, but I do know that there were deficiencies in the databases that were accessed in the specific case you mentioned.

Whether that database and those records were part of that scope at that time, I'm not aware, but there clearly was a deficiency there.

Q At page 5-35, you review a number of improvements to PSPS, including better outage maps, reinforcing the website and call centers.

Has PG&E considered having a dedicated communications pathway using account representatives for large power customers, transmission level customers, to communicate with PG&E's Emergency Operations Center?

A We are exploring a number of remedies to the challenges we faced last year, and let me be the first to admit that the challenges that we had in places where performance were not up to my expectations were all around the communications.

They were communications, not only with various stakeholders at the state level, but also at the county level, tribal

governance, and other institutions. 1 there's a lot of work for us to do there, and it's work that we currently and plainly have 3 underway. 4 I appreciate that. I'm asking 5 6 specifically about large power customers. 7 Α I am --And it is not mentioned in your 8 9 testimony the efforts that are being 10 undertaken to improve communications 11 specifically with large industrial sites where there's hazardous material, heavy 12 equipment. 13 14 I will repeat my question for you, 15 and please answer this question: Has PG&E 16 considered having a dedicated communications pathway using account representatives for 17 18 large power customers to communicate with PG&E's Emergency Operations Center? 19 2.0 I do not have specific knowledge of 21 There are a lot of plans that are ongoing to improve our ability to communicate 22 with all stakeholders, but I'm not 2.3 specifically aware that that has been 24 25 explored. You're familiar with the different 26 27 customer classes --Yes, uh-huh. 2.8 Α

-- that PG&E serves? 1 2. Would this be a concept that you, as the head of the utility, could support 3 given the potentially calamitous nature of a 4 sudden turnoff of power at a large industrial 5 6 site? 7 Α Yes. At page 5-34, line 10, you say: 8 9 "Building a close relationship with the 10 customer is imperative, " end quote. 11 One approach under examination is 12 bringing a more local focus to operations including potential reorganization of its 13 operations. 14 15 MR. WEISSMANN: Regionalization. 16 ALJ COOKE: It says "regionalization." 17 MS. SHERIFF: Thank you. 18 Why do you use the word 0 19 "potential"? 2.0 Α Let me just reread this. 21 Because these are plans that are underway, and they're not firm enough to talk 22 about it in detail, but it is our intention 2.3 to pursue regionalization that's been 24 25 discussed before. It's potential until it becomes 26 27 reality, and we would be planning to make our filing with the Commission, but it is still 2.8

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our intention to pursue that.

Q Okay. And I hesitate to ask this question given that answer, but do you have any more detail now that you can offer regarding the regional restructuring plan because there is very limited detail in your testimony and in the testimony of others on it?

A To add more, I can just reinforce the testimony of Mr. Johnson. We are considering potentially four to five regions. There will be a number of activities that will be centralized, but the intent is to align in an effective way along county jurisdictional lines, but making sure that regions are appropriately assigned; so, as Mr. Johnson said, we present as a local company.

We are currently evaluating a number of alternatives. We are hoping to comment with our representative employee leadership. We are looking at other best practices in order to get there. So it's a work in progress, but the intention to reorganize our customer interface along regional lines is what we're considering, and as I said, that will look at four to five regions.

1	Q In developing that concept of four
2	to five regions, have you taken into
3	consideration, for example, driving distance
4	for both the customers and the employees in
5	those regions?
6	A It's one of the factors, what we
7	would call "windshield time." The essence of
8	regionalization, when I said four to five,
9	takes into the consideration a lot of things,
10	but the number one thing that we're trying to
11	design that for is responsiveness.
12	So the question about travel times,
13	location of employees, what services are
14	provided at that level will determine the
15	ultimate size of a number of regions.
16	Q And you have about 28,000
17	employees; correct?
18	A Subject to check, it's in that
19	order.
20	Q Okay. Do you think that the
21	company could develop a complete and detailed
22	regional restructuring plan in time for
23	inclusion in the next General Rate Case
24	Phase 1 filing, which is the summer of 2021?
25	A I think that is a reasonable amount
26	of time.
27	Q Because it will be a fairly
28	significant undertaking; won't it?

1	A Yes, it will.
2	Q Is it possible for the company to
3	undertake some initial steps now towards
4	greater responsiveness to its customers and a
5	more regional alignment while developing the
6	more formal, detailed complete restructuring
7	plan?
8	A Yes.
9	Q At page 5-36, you say, "The company
10	will implement the regional restructuring
11	plan if approved by the CPUC."
12	That's in Footnote 20, and then in
13	the text you say: "PG&E will maintain a
14	regional restructuring plan in effect for at
15	least five years following the PG&E plan
16	effective date."
17	Is there a distinction in your mind
18	between the plan referenced in the footnote
19	for regional restructuring and the plan in
20	the text?
21	And I'm asking because you use a
22	"the" in the footnote and an "a" in the text.
23	A It's no different.
24	Q Okay. Thank you.
25	In the statement in the text, what
26	do you mean by the quote, "PG&E plan
27	effective date," end quote?
28	A Yeah. Can you direct me to the

ALJ COOKE: Line 13. 1 2. THE WITNESS: Thank you. BY MS. SHERIFF: 3 Is that the exit from bankruptcy or 4 0 the implementation of the plan of 5 reorganization? 6 7 Α It is the effective date of the planned reorganization. 8 I'm sorry. I didn't --9 Q It's a plan of reorganization, the 10 Α 11 effective date of the plan of reorganization. Okay. Won't it take some time to 12 13 actually implement the regional reorganization plan? 14 It will take -- just for clarity, 15 Α 16 we will start -- as we said, the things we will start to do as we go down the path to 17 18 reorganization, and reorganization is much more broader than just having a new wiring 19 20 diagram or structural diagram. There's just 21 a lot of work to do there. That work will start. 22 When we 23 actually complete the implementation of it, it will depend on a number of factors. 24 25 So these are estimated time frames. 26 Recognizing that there's significant work to 27 do, also cognizant of the fact that we have to reorient and reorganize the company, and 28

we lose a number of months every year 1 2. appropriately during fire season, which we will not be dealing with the reorganization 3 because our sole focus of the entire 4 organization is to make sure that is managed 5 correctly. 6 7 So there are times when we will not be able to do things. So all these timing 8 9 issues are estimates, but it is a significant undertaking as you said. And from the time 10 11 you actually deploy and implement a new organization until the time you reach steady 12 state so you can measure its effectiveness 13 does take a number of years. 14 15 I recognize that, and that is 16 why -- do you share a concern that if you 17 start the clock the end of June 2020, and you 18 say five years, you're only going to the end 19 of June 2025? 2.0 Doesn't that raise a question in 21 your mind whether or not you will be fully 22 implemented for the regional reorganization 23 plan? I think that it's a question -- I, 24 Α actually, suffer from a great deal of 25 26 impatience; so I always want to do things 27 tomorrow, but having done other reorganizations, my view is that we'll be 28

doing a lot of work, even as we speak, in 1 terms of some elements of this, and I'm happy 2. to answer those if you ask the question. 3 I think that if we were 4 unencumbered or unfettered by other things 5 where we take time out after the fire season, 6 7 it would be reasonable to expect we would be able to deploy a new organization in the 8 9 first quarter of 2020 if we had the approvals from the Commission to do so. 10 11 So the timing is fungible. 12 Clearly, in terms of assessing the performance of a new organization, 13 fine-tuning it, making sure it's going, the 14 more time you can be in that before you 15 16 declare success is better; and, therefore, you want to protect your ability to deploy 17 18 that, but, hopefully, that when we emerge 19 from bankruptcy, that we will be in full 20 stride to implement that new organization 21 with some things already in place, other than necessarily the ultimate wiring diagram, 22 23 where we can say it's mission accomplished. So I don't want to be specific on 24 25 time, but in order to get to a point where 26 you can certify and say you now have the 27 final organizational structure, clearly the 28 more time you can be up and operating in

that, the better off you will be. 1 2. As the head of the utility, you're 3 familiar with the general rate case cycles; correct? 4 5 Α Yes. 6 0 Would you support aligning the 7 timing for the implementation and evaluation of the regional restructuring plan with what 8 9 will be a four-year GRC cycle? 10 I heard that question posed to Α 11 Mr. Johnson and Mr. Johnson responded to that 12 and I think he said that would be something that we could consider. 13 14 MS. SHERIFF: Okay. Thank you. 15 Your Honor, no further questions. 16 ALJ COOKE: All right. Thank you. 17 Ms. Kasnitz. 18 MS. KASNITZ: Thank you, your Honor. CROSS-EXAMINATION 19 2.0 BY MS. KASNITZ: 21 Q Good morning, Mr. Vesey. Good morning. 22 Α I'm Melissa Kasnitz with the Center 23 0 24 for Accessible Technology. My organization 25 represents the interests of customers of PG&E with disabilities and medical needs. 26 27 group is disproportionately low income and so my organization also generally seeks to 28

represent the interests of low income 1 2. customers. Our constituency is highly dependent on affordable and reliable energy 3 and they are also at high risk of personal 4 harm during extended power outages like the 5 PSPS events; so those are the perspectives 6 7 I'm seeking to represent here. Before I launch into my direct 8 9 questions, I'd like to follow up on 10 Ms. Sheriff's questions just now about the 11 PG&E plan for restructuring and the effective 12 I'm looking at page 536, line 13. As a lawyer, by capitalizing the 13 effective date, that seems to indicate that 14 there is going to be a single date that would 15 16 be the start point of this five-year proposal, and I'm afraid I still don't 17 18 understand what this specific date is tied Whether it's CPUC approval of a 19 restructuring plan; whether it's the exit 20 21 from bankruptcy or other some other date. Can you tell me what you see as the 22 23 trigger for this effective date that would 24 start the five-year count? 25 Well, I just answered that 26 question, my view, and so the effective date 27 to me still refers to the emergence 28 bankruptcy at the point of restructuring.

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That's fine. I just wanted 1 0 Okav. to know what you viewed as that trigger, so I 2. appreciate that. 3 Turning to pages 1 through 3 of 4 your testimony, which is page 5-1 to 5-3 of 5 the exhibit, you generally state that PG&E's 6 7 mission to safely and reliably deliver affordable, clean energy to its customers, 8 9 and then you provide a list of 13 specific 10 initiatives; do you see that? 11 Α Can you please give me that reference again? 12 13 0 Pages 5-1 to 5-3. Α Yes, I have it. 14 None of these initiatives 15 16 specifically mentions any focus on PG&E's vulnerable customer groups. So can you tell 17 18 me, please, under PG&E's proposed new structure, how you seek to prioritize the 19 needs of these customers? 2.0 21 Α Thank you for the question. You know, in looking at this and 22 23 having the experience of hearing from some access and functional needs customers as well 24 as others who are on a medical baseline, this 25 is a very significant issue, so I understand 26 27 your point of advocacy.

The way that we do it is we engage

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with the stakeholders that are involved in 1 2. providing services to these groups. We go to our stakeholders at the county level to seek 3 information to help prioritize that. We 4 provide funding to the relative not for 5 profits that serve these customer groups, but 6 7 it gets down to really having much better understanding of those needs, where they are, 8 9 and how our actions impact them, so we can 10 have effective programming to deal with those 11 concerns. 12 0 Thank you. And where does this increased 13 effort to engage with these stakeholders fit 14 in your list of 13 specific initiatives that 15 16 you're pursuing? 17 Well, it's not in this list, but as Α 18 one of the initiatives since the last PSPS 19 events of last fall, we've engaged in a 2.0 systemwide listening tour at the county

levels, which include elected and all stakeholders there.

And just to make it recent, I think it was the end of last week, I was in Lake County as were a number of electeds and representatives of various groups, and we had a deep conversation about the 2,200 customers that have access and functional needs and

what their specific issues were. And they 1 2. had asked a very similar question to the one you just did, and I said, "Well, it would be 3 very helpful for you to help us prioritize 4 what those needs are, how we can be most 5 6 responsive to that. 7 We've done this now in 28 counties. Those were the counties that were willing to 8 9 sit down. So it is this ongoing and constant 10 engagement because we recognize that we don't 11 know enough to make those right decisions. So those -- that information and, 12 actually, from Lake County, we're still 13 waiting on the details of those 2,200 14 15 critical-needs customers, so that we can help 16 in ensuring that we have an appropriate response that makes sense. 17 18 Now, that said, we also deal with the California Foundation for Independent 19 Living. This will be the second year we will 2.0 21 provide funding specifically targeted at the 22 needs of those customers groups, as well as ADA, which we've been supporting since 2014. 23 24 But all of that is somewhat 25 meaningless unless we have a very deep 26 knowledge of those needs and how to 27 prioritize them in making sure the actions we take are informed by that population and 28

that's part of the listening tour that we 1 2. deal with. We have a group within our customer services organization that actually 3 coordinates our activities with the ADA. 4 We are looking to get much more 5 6 informed and knowledgeable about this 7 community, and how our actions impact them so that we can assure there is appropriate 8 9 programming for their needs. 10 ALJ COOKE: Mr. Vesey, I have a quick 11 question related to this. 12 In your testimony at pages 5-1 to 5-3, you identified 13 initiatives, and I 13 think the question that I'm reading between 14 the lines for Ms. Kasnitz is, where does the 15 16 access and functional needs activity fit 17 within these 13 initiatives? 18 MS. KASNITZ: Thank you, your Honor. 19 Yeah. And I think I said THE WITNESS: 2.0 it wasn't in these because these weren't 21 meant to be a complete and comprehensive list with the ones that we thought would be in my 22 23 testimony we addressed. So my answer is, not in these 13. 24 25 BY MS. KASNITZ: 26 And these 13 were included in your 27 testimony because they're PG&E's top 2.8 priorities? So would it be correct to say

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1 that you view that engagement with these
2 customer groups as a lower priority than the
3 13 items listed?

A Well, I wouldn't characterize it that way, but the fact that it is not in this list led us to believe that we were dealing with them in the course of business and getting smarter about it all the time.

Q Thank you.

And your answer previously about the listening tour, my understanding is focused on PG&E efforts to address the needs of vulnerable customers during power shutoffs. I would like you to answer the same question with regard to how you focus on the needs of vulnerable customer groups, including medically vulnerable and low income in day-to-day activity of the company, not just during public safety power shutoffs.

A And that's fair. Things that we learn out of these engagements apply broadly in our business. There are organizations and groups of individuals within the company who have specific responsibility to manage these.

I don't have that detail at the moment, so I can't tell you the answer to that question, but we are organized. We do have that ongoing relationship with the ADA

since 2014. We have an individual who 1 coordinates and manages activities with that group, but I don't have more detail than 3 that. 4 When you say "relationship with the 5 6 ADA, " can you elaborate what you mean by 7 that? I think in 2014, and I can't tell 8 9 you the details of the agreement, but we've 10 been providing funding to the ADA on an 11 annual basis, and I would assume that there's 12 been conversations around how to prioritize our needs and the execution of their 13 14 activities. 15 Okay. I'll clarify that. 16 I believe that those are referencing the agreements that PG&E and my 17 18 organization have made through their general rate cases to allocate specific funding to 19 2.0 address accessibility needs of PG&E services 21 and facilities; is that what you are referring to? 22 2.3 Α Yes. 24 O Thank you. 25 And I'll clarify for the record that those types of agreements have been --26 27 from multiple GRC cycles longer than 2014. 2.8 MR. MANHEIM: Objection; it's not about

testimony from the questioner. 1 2. ALJ COOKE: Let's move on. BY MS. KASNITZ: 3 Turning to page 5-5 of your 4 testimony, where you discuss the revised 5 6 leadership structure for PG&E, again, within 7 this description of the leadership structure, you do not mention specifically any efforts 8 to serve the needs of the customers with 9 10 disabilities. In your testimony just now, 11 you did reference the existence of PG&E's ADA coordinator. 12 If you know, can you tell me who 13 the ADA coordinator will be reporting to and 14 where that role will fall in this proposed 15 16 reorganizational structure? 17 In the proposed new organizational 18 structure, there is no immediate change. believe that individual reports up to our 19 Vice President of Customer Operations, which 2.0 21 then reports up to the Chief Customer Officer. 22 2.3 Q Thank you. Turning to your discussion of the 24 25 role of Chief Risk Officer, which is on pages 26 5-6 to 5-7 of your testimony. 27 Is this role empowered specifically to oversee risks based on your customers with 2.8

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disabilities, either with regard to PSPS or, more generally, in day-to-day business?

A This individual is charged with looking at all risks that are surfaced. So there is no limit. But they are risks that the -- to our corporate mission to provide safe, affordable, reliable energy, and clean energy, to our customers. So it deals with all those uncertainties and risks.

Q Understood. Thank you.

But is there a specific charge to this person to assess risks presented by the operation of the utility to customers with disabilities or medical needs?

A It's to all ways that are surfaced. It if comes up in the analysis, it's not excluded, and how it's included and where it is, it is not an item in the either risk topic or risk register at the moment. So it has not risen to that enterprise risk level yet.

Q Thank you. On page 5-7 of your testimony, you say that the Chief Risk Officer, or CRO, will have responsibility for evaluating PSPS risks, including implementation or non-implementation.

Do you see that?

A If you could give me a line number,

that would be helpful. 1 Line number 18, 16 through 19 is 2. the sentence. 3 Yes, I see it. 4 Α Do you expect the CRO to perform 5 6 any sort of balancing to risks of 7 implementation for the PSPS event, versus the risks of non-implementation of the event? 9 I -- this is a very interesting 10 question. So, the role is new. And what we 11 want to make sure that from an enterprise level, with somebody who's not directly 12 involved in the operations, that our 13 processes assure that all information and 14 15 risks were evaluated properly. I don't 16 anticipate that they would counter a recommendation or that they would ever be 17 18 making a recommendation as to whether a PSPS 19 should be enacted or not. But they will 2.0 ensure that the processes, that the 21 decision-making hasn't missed anything, and, therefore, that -- to add to the overall 22 2.3 improvement of the quality of the decision. I think you may have answered my 24 Q 25 next question. But, just for clarity, would you see the CRO as having the authority to 26 27 override a decision that has otherwise been 28 made to implement a PSPS event because of a

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review of the risk of turning off the power and the harms that such an action might create?

A I do not believe that the CRO would be a decision to override. I think a CRO can inform, bring those intentions and those risks to the officer in charge. But given the challenge of accountability and clarity and purpose, we want one individual in charge that ultimately makes the decision. So the officer in charge for an -- particular event gets inputs from a lot of different places, one that I'm assuming would take -- be taken and weighed very heavily, would be the view of the Chief Risk Officer in terms of any concerns that that individual may have.

Q And would street risks that the Chief Risk Officer would be considering specifically be expected to include the risk of harm to medically-vulnerable customers if the power is turned off for an extended period of time?

A I believe it would con -- would review all risks. And I would assume that would be included in it.

Q And do you see the role of the Chief Risk Officer's responsibilities to extend the efforts to mitigate harms during

the PSPS event to vulnerable customers? 1 2. It's part of the process -- because I don't think this would be done on the fly 3 that -- and I understand currently that the 4 5 current risks register has wildfires as a risk event. And that's a change in the way 6 7 we look at things. It has PSPS as a mitigant to those 8 9 risks. There is now under consideration moving PSPS to an event risk. And if that's 10 11 done, then it would have to, by naturally consider all the risk drivers and all the 12 mitigants. And I think that will then change 13 our view of that. 14 15 And you would agree that the 16 Commission has already required all of the IOUs, including PG&E, to work to mitigate 17 18 harms when they turn off the power in a PSPS 19 event? 2.0 Α Yes. 21 Q Thank you. 22 Turning your description of the 23 Chief Customer Officer, which is page 5-9 of 24 your testimony. 25 Do you view this proposed reformatted roll of Chief Customer Office as 26 27 having the specific designated focus on the

needs of vulnerable customers in the

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day-to-day operation of the utility? 1 The Chief Customer Officer has 2. responsibility to ensuring the appropriate 3 service and program for all our customers, 4 access and functional needs customers, 5 6 low-income customers, risk --7 THE REPORTER: Hold on. Slow down, please. Low-income customers, risk --8 9 THE WITNESS: Excuse me. 10 All customers. 11 BY MS. KASNITZ: Okay. And is that articulated 12 specifically in the role of this position, 13 that there would be a specific responsibility 14 to look out for disabled and low-income 15 16 customers and these other customer groups? 17 Α Whether it's articulated in place 18 in writing or not, I'm not aware. But the 19 expectations are clear. 2.0 And I understand you said 21 previously that the ADA coordinator would be within the operation of the Chief Customer 22 2.3 Officer, but not a direct report further 2.4 down? 25 That is correct. Α 26 All right. Turning to page 5-11 of 27 your testimony and back to the issue of PSPS 2.8 events.

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You just mentioned PG&E's efforts 1 2. to reduce the frequency and duration of PSPS events. But, again, here you don't 3 specifically discuss efforts to mitigate the 4 impacts of those events that still take 5 6 place. 7 Can you tell me whose job it will be to oversee mitigation of harm from 8 9 extended power shutoffs for your customers? 10 Α Those responsibilities of the input 11 on the impact on customers would be under responsibility of the Chief Customer Officer. 12 Thank you. And, in your opinion, 13 does PG&E have an obligation to provide 14 15 direct assistance to people who are put at 16 risk of harm due to PG&E's decision to turn off the power, particularly people with 17 18 medical vulnerabilities? 19 I believe we have the 2.0 responsibility to ensure that we understand 21 the risk transfer that takes place when we preemptively de-energize. One of those in 22 23 the first implementation of the PSPS was the CRCs, which are Community Resource Centers. 24 Over the execution of PSPS last year, we had 25 26 nine of them. We consistently received

feedback on what we needed to provide in

these centers and how we needed to do them.

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And we have gotten input. I 1 2. specifically got input from my listening tour in Lake County. That we need to make -- have 3 the ability to provide the charging for mobile batteries, potentially oxygen tank 5 exchange, having cots where people can have a 6 7 respite. So we continued to get that input. Those recommendations and the 8 9 deployment of our CRCs are under big 10 responsibility and input from that Chief 11 Customer Officer. But it comes back to getting the input and the feedback from 12 impacted communities. 13 14 Q Thank you. I appreciate that. 15 But more generally, as a point of 16 organizational understanding, would you agree 17 that PG&E does have an obligation to provide 18 direct assistance to customers with medical needs who are put at risk of harm from 19 2.0 de-energization --21 Let me say it this way: I think we take this issue very 22 23 seriously now. And that's why we redefined 24

seriously now. And that's why we redefined our terms to customer welfare, as opposed to not starting catastrophic wildfires. The obligation for us is to understand the impacts it has on those communities and ensure through some mechanism that we do the

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best we can to make sure that their needs are
 1
    provided for.
 3
          Q
              Thank you.
 4
              Turning to page 5-34 of your
 5
    testimony.
          ALJ COOKE: Let's be off the record for
 6
 7
    a moment.
              (Off the record.)
 8
          ALJ COOKE: Back on the record.
 9
    BY MS. KASNITZ:
10
11
          0
              On page 5-34 of your testimony, you
12
    discuss the imperative of building a close
13
    relationship with your customers.
14
              Do you see that?
15
          Α
              Yes.
16
              Can you tell me what consideration
    has been given specifically to building
17
18
    relationships with access and functional
    needs customers and low-income customers?
19
2.0
              Specifically, no. But, generally,
21
    it's this question right now of making sure
    that we understand the needs that, they are
22
23
    prioritized as we look to improve our
    services. You know, we -- 26 of our
24
25
    residential customer base is low-income.
    Now, that's significant. And so that's a
26
27
    very large portion. And the fact that they
    may avail themselves of appropriate rate
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customers.

February 27, 2020 structures to deal with that, understanding 1 2. specific need of the provision of our service to all customers is important. 3 The more granular we can get those understandings, 4 the better we can develop programs to be of 5 6 assistance. 7 But this is clearly something that we are working on now. And I don't have 8 9 significant detail in front of me to respond 10 to that. But I would agree that all our 11 customers are important, all of them have unique needs. We have the ability now with 12 13 technology to get much more specific on what those are. And trying to understand how we 14 can then be of better service to those 15

And can you tell me whose job 0 specifically it will be to work to build close relationships with your AFM and low-income customers?

Specifically, I can't -- that's an organizational question. But the ultimate responsibility, from where I sit, is mine, my Chief Customer Officer, and my Head of Electric Ops and Head of Gas Operations at the moment. As we reorganize to a much more regional structure, those responsibilities will be in the regions with specific

individuals tasked for those -- for that 1 work. And do you anticipate specific 3 metrics to evaluate your success of building 4 cost relationships with your vulnerable 5 6 customer groups? 7 Α Not at that moment. We -- our measures are considered more broadly. But we 8 surely can take that under consideration. 10 Q Thank you. And, finally, turning once more, 11 12 briefly, to the issue of PSPS events. 13 On page 25-3, you note that PG&E did not execute it's recent PSPS events 14 15 flawlessly. And in your list of efforts to 16 improve future events, you note that PG&E will improve outreach to vulnerable 17 18 customers. 19 Do you see that? 2.0 Α Yes. 21 Would you agree that providing 22 assistance to customers is a separate issue 2.3 than providing outreach to customers? 24 Α Yes. 25 And providing assistance is not on 0 26 this list of purported efforts to improve. 27 Do you agree? It's not a list. 2.8 Α

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Whose job will it be to actually
 1
    provide assistance?
              To provide assistance?
 3
          0
              Yes.
 4
              Well, that's the thing that we need
 5
          А
 6
    to explore. At the moment, we're doing that
    through third parties. Because we believe
 7
    they are much more aware of their needs and
 8
 9
    can develop more appropriate targeted
10
    programming. And our view is, is to make
11
    sure based on what we learned in outreach --
              (Coughing interruption.)
12
                         Hold on. Outreach --
13
          THE REPORTER:
14
          THE WITNESS:
                        Excuse me.
15
          MR. ALCANTAR:
                         Sorry.
16
              (Court reporter clarification.)
17
                        In the outreach process,
          THE WITNESS:
18
    that's where we also get feedback, as I just
19
    gave the example of my own personal
2.0
    experience. What our responsibility will be,
21
    in terms of the direct provision of
    assistance, is to make sure that we're
22
23
    providing adequate funding for those agencies
    that are in the business of doing that.
24
    Because they have the specific needs and can
25
26
    design those in a much better way than we
27
    can.
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              What we will do is, based on the
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feedback we receive, is get that input there, 1 2. as well, so it can be targeted and is specific to the challenges; whether it's 3 transportation, replacement of batteries, 4 hotel vouchers, whatever it might be. 5 trying to get a sense of where we can best 6 apply ourselves. Because there are other 7 county agencies that are doing other things. 8 So we have to be coordinated. 9 But it's in that outreach the we 10 11 will provide that input. And we will be looking and continue to look towards third 12 parties to be able to provide those services. 13 And is it PG&E's intent to provide 14 resources to these third parties so that they 15 16 can meet the obligations that are created when PG&E preemptively turns off the power? 17 I think it -- to provide resources 18 Α as we have been, in addition to the ADA, we 19 provided, as I said before, the California 20 21 foundation for independent living, I think in 2020, just something north of \$5 million to 22 23 do that. The year before it was only 1.3. We'll continue to look to do that in an 24 effective way. But what that program is and 25 what those resources are, I don't have a view 26

Q And, finally, on page 5-34 you note

of that at the moment.

that there were no workforce injuries during 1 PSPS events. Do you see that? 3 А Mm-hm. 4 If you could track injuries to 5 6 members of the public that were caused by --7 We don't have that system in place to track injuries that are caused by the 8 public during PSPS. It's not brought to our 10 attention. We don't know about it through 11 some other mechanism. We do not have a -- a 12 monitoring system in place to do that. Are you seeking to develop such a 13 system to evaluate the risk to the public 14 that is created by extended power outages and 15 16 the harms that people suffer? 17 Α I believe the more information you 18 have, the better you're able to plan a program. So it's something that I think is 19 worth consideration? 2.0 21 Q Thank you, Mr. Vesey. I have no further questions. 22 2.3 ALJ COOKE: All right. Thank you. Mr. Abrams? 24 25 I'll just remind everybody, please 26 try to stick to your time limits. 27 MR. ABRAMS: Thank you, your Honor. I can, just two minutes either now or in the 2.8

middle of my cross for a two-minute break 1 would be appreciated. But I can proceed. 3 ALJ COOKE: Please proceed. And we'll take a break in a little bit. 4 5 MR. ABRAMS: Okay. Thank you, your 6 Honor. 7 CROSS-EXAMINATION BY MR. ABRAMS: 8 9 Mr. Vesey, I appreciate you coming into this room. I also appreciate that this 10 11 isn't your preferred spot that you would like 12 to be in. I have tried to do my homework the 13 best I could to prepare for this testimony. 14 And as part of that testimony -- as 15 part of that preparation --16 MR. MANHEIM: Can we get to the 17 questions, please, your Honor? 18 BY MR. ABRAMS: 19 Yeah. I looked back at your 2.0 background. And I have some questions 21 regarding that. But I would like to say 22 that, if I may, and this may be -- my point 23 is that there's a number of things in your 24 background that I think --25 MR. MANHEIM: Your Honor, can we have a 26 question for the witness, please? 27 MR. ABRAMS: Yeah. But I can't get a 2.8 half a sentence out without you interrupting

1 me. Mr. Manheim, let's let Mr. 2. ALJ COOKE: Abrams finish. But I do want to remind you 3 to focus on questions, not statements. 4 5 MR. ABRAMS: Absolutely, your Honor. 6 ALJ COOKE: Thank you. 7 BY MR. ABRAMS: So part of what I see in your 8 9 background is that you're from New York, and you have a training in engineering; is that 10 11 correct? That is correct. 12 Α Yeah. Are those skills valuable to you in 13 0 14 your current position? 15 The engineering skills or being in Α 16 New York skills? 17 Sorry. Part of this is I do -- so 0 18 I'm from New York myself. And I feel like 19 that provides a great --2.0 Α Okay. 21 -- background. And so I'm trying 22 to provide some compliments here and trying 23 to provide some --24 Α So the answer is, the engineering 25 background -- my undergraduate degrees are 26 both in a Bachelor of Arts and Economics, and 27 a Bachelor Science in Mechanical Engineering, 28 and a Masters in Applied Science, in

something at that time called energetics. 1 Ι find all those -- all that academic training 2. to be useful in my career. 3 Excellent. 4 0 So can I -- it would be safe to 5 6 assume that from that background that you're 7 a person who likes to get things done, and that being in a position that you are in, you 8 9 like to focus on what you accomplish? 10 Α If the question is that I'm focused 11 and like to get things done and focus on what 12 I accomplish, yes. 13 I also see that you worked at Con 14 Ed earlier in your career; is that correct? 15 Α Yes. 16 Part of what was with Con Edison is 17 their Edison laboratories, where there was -innovation was the drive. 18 And I'm wondering how, given that break ground, you see PG&E 19 2.0 situated to look at innovation? 21 Well, I'm not familiar with the Con Ed program. Although, for a number of years, 22 I was a director of for the Niagara Mohawk 2.3 Corporation. So technology has always been a 24 part of what we we've done. 25 I think technology and innovation 26 27 is a critical component of our industry.

have groups within PG&E which are focused on

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a number of technological opportunities to 1 2. improve our performance. That's across the board. So the question is, do I value that 3 capability in the pursuit of our business? 4 Yes, I do. 5 And where is that now, in terms of 6 7 -- what would you say are your laboratories for research and development, currently? 9 Α We don't necessarily have 10 laboratories for research and development. 11 We do have a group which does all our 12 materials testing. And they do do other technology work. We have a group within the 13 corporation, not within the utility, that 14 explores various opportunities, such as AI, 15 16 big data analysis, intelligent drones that resides within our -- under energy policy 17 18 group, under innovation, there's a grid innovation group. 19 2.0 We have a third group which is combined with our metering verification which 21 does work in terms of communication, 22 2.3 metering, batteries, advanced batteries, charging stations. So it's distributed in 24 25 the business. Two of those being within the company, and one being within the 26 27 corporation.

I also noted that there was a book

written by you in 2016 entitled "Unlocking 1 the Benefit of Restructuring"; is that 2. correct? 3 А The date is not correct. The title 4 is correct. It was written in the, I 5 believe, probably, late 90s or early 2000s. 6 7 0 Okay. But thank you for recognizing it. 8 Α 9 Not many people actually know that book 10 exists. 11 0 Thank you. And I wish I had time to read it before --12 Only if you're an insomniac. 13 Α 14 -- coming to this hearing. Q 15 And the reason why I bring that up is, obviously, the title and what the content 16 was in that book is very applicable to what 17 18 we have here today before us. 19 Can you help describe what in that 2.0 book you think applies to the restructuring 21 that's going on right now with PG&E? Well, I -- I'm not particularly 22 Α 23 sure that the premise is correct. Because I don't know -- the specific thrust of that 24 book that was written was at a time in the 25 26 industry where there was a question of 27 whether transmission-owning companies should cede their operational responsibility to 28

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ISOs. I think that has already been determined.

So that is -- it was a very focused subject. It was about decision making, who should have it, governance structures around transmission, specifically, what structural organizational structure around transmission assets best served at that time the opening up of competitive energy markets. So it's hard for me to see what was there verging on to the issues in front of us today.

## Q Thank you.

One of the things that I did note as I looked at your book was this focus on connecting profits to performance. And I tried to probe on this subject matter earlier and wanted to ask you some follow-up questions for that.

How is it currently that PG&E connects, as you stated in your book, profits to performance?

A It -- the issue -- let me see if I can move it back to that -- because I also testified in front of Congress on this point, was the question between rate-of-return ratemaking and performance-based ratemaking.

And I remember my view was always that all ratemaking is incentive ratemaking, just what

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does it incent you to do? 1

And the question there was in terms of thinking about the rate structures that in some instances, depending on policy outcomes there are rate designs that may lead you to those outcomes versus others, investor-owned utilities are all about tracking the capital they need and have to provide a return. there's some level of a question of being able to provide a return to that capital. That's important.

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But, also, performance and There have always been debates in terms of rate regulatory design as to whether you, from a point of public policy, want to encouraged a, you know -- demand-side management activities, the degree you'll have rate structure such as net metering that deals with the deployment of consumer-oriented equipment. So rate design, in and of itself, which is the mechanism by which you do connect profitability of an enterprise to what it does is, in some level, directly related to public policy outcomes you want to achieve. And sometimes that -you define that in the tariff structure. So

> ALJ COOKE: Let me interrupt. I would

like to make sure we stay on topic for 1 purposes of this plan of reorganization. so, can you tie your question back to this 3 plan of reorganization? MR. ABRAMS: So, Mr. Vesey wrote a book 5 6 about the benefits of restructuring. 7 question is how does his learnings associated with the writing that book apply to the 9 current plan of reorganization? 10 ALJ COOKE: Okay. And he already said 11 that the restructuring that was being discussed there was focused on ISO --12 conceding assets to the ISO and transmission 13 operation. 14 15 So, I think, let's move forward from 16 this topic. I think the focus of the restructuring was different than what we're 17 18 talking about in restructuring for this particular plan of reorganization. 19 2.0 BY MR. ABRAMS: 21 So the reason why I'm asking the question -- I quess, let me ask a follow-up 22 2.3 question is that, the current plan of reorganization doesn't have too many 24 financial metrics, investment metrics, tied 25 26 to performance. 27 And so my question is, how would 28 you expect to have this plan of

reorganization tying your financial 1 2. incentives to performance? Well, as I mentioned -- and I quess 3 I'll mention again -- having been here six 4 months, my primary focus has been on the 5 6 prosecution of our wild season -- fire season 7 plan and, also, bringing operational stability to the business, as well as 8 9 developing some core hypothesis necessary to 10 move forward and reimagine the company. 11 I have not been involved, deeply, 12 in the reorganization, the financial aspects And so I'm not able to give you a 13 thoughtful answer, but suggest perhaps you 14 pose those to Jason Wells, who will be 15 16 testifying later. 17 0 Thank you. 18 As the CEO, would you not want to 19 have a financial investment structure that 2.0 focuses on your priorities? 21 MR. MANHEIM: Objection. He just said that that's not his area of focus. 22 ALJ COOKE: I'll allow a brief answer. 2.3 And if you want to refer that to that better 24 25 witness, that's okay as well. 26 THE WITNESS: Again, one of the things 27 that we continue to talk about is corporate 2.8 structure. We have a separate corporate

entity from the holding company. The holding 1 company's involvement, in terms of the 2. financial aspects, is to make sure that we 3 literally identify the resources we need on 4 an annual basis to be able to fulfill our 5 mission, safety, reliability, continuity of 6 7 service. In that process, we go through 8 9 significant work on risks. We provide those requirements of the corporation. And it, 10 11 sort of, brings together the points that you 12 speak of. So, quite honestly, from a financial 13 perspective, in my role -- my role is to 14 ensure that I make the correct allocation of 15 16 financial resources that are provided by the corporation and human resources that are 17 18 provided by. And that is much more of a budgeting exercise than financial exercise. 19 20 So that's why I'm not able to give you any --21 the insights that you would like. BY MR. ABRAMS: 22 23 Q Thank you. 24 I'm trying to tie the two together. So, part of this is your investment side, 25 26 which is highly oriented towards short-term And, obviously, what a company needs 27

is sort of those longer-term investments.

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what I'm trying to understand is how do you
how do you meet that gap between those two
things?

A Not fully sure I understand the question. But if you're asking me how the ongoing operations of the business relies to the achievement of the financial objectives of the corporation, as I said before, from the operating side, we basically will prepare our work plans, which have short-term work and long-term work, capital work, as well as our -- the operational expense we need to maintain our -- our system to provide services.

The discussion around whether we can get the right allocation is what is then decided by corporation in terms of its financial plans and its outcomes. And our plan is to make sure that we get the resources we have and execute that plan on schedule so there are no surprises coming out of the poor operations from a financial perspective.

But the setting of those goals, what's available for us to use, how we think about our capital budget, and our expenditures is determined in the office of CFO with -- in consultation with the CEO and,

- of course, the finance committee and board. 1 And so we're much more responsive from a
- budgeting perspective. And if I hit my 3
- budgets, that's how I contribute to the 4
- financial outcomes of the company. 5
- 6 How much are you interacting on a
- 7 regular basis with customers? A With customers? My interaction
- 9 with customers is through our customer
- 10 service organization, which means that I go
- 11 to call centers I've been teed on phones,
- I've listened to customers calls. 12 I do deal
- with some larger customers on a one-off 13
- basis. I'm in the community. So I'm 14
- 15 literally out facing customers every day.
- 16 I have been up to Paradise, my
- second day on the job. I've been down to San 17
- 18 Bruno. So I can make sure that I don't
- isolate myself from issues that I should be 19
- 2.0 aware of. But I'm not regularly in touch
- 21 with residential customers as a programmatic
- 22 focus.

- 2.3 Through this plan of Q
- reorganization, have you considered the 24
- impacts of the investigation into the Kincade 25
- Fire, and what the implications of that might 26
- 27 be?
- 2.8 I'm aware of the events around the Α

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Kincade Fire. I'm also aware that there's 1 2. currently an investigation that is being managed by Cal Fire. My organization is 3 providing input. But we're not actively 4 engaged in any of our own work around 5 6 causality there at this time. 7 You mentioned yesterday in your testimony to Mr. Long that you leverage net 8 9 promoter score, and you go into more detail 10 on this on page 5-34 of your testimony. 11 What are the tools that you use to determine this net promoter score? 12 What I believe I said yesterday to 13 the question as to whether the current 14 15 customer metric around escalated complaints 16 to the Commission was sufficient or adequate, I know I'm paraphrasing, and I had said that 17 18 it's not, and that I'm more inclined to -towards something like net promoter score as 19 a measure of customer satisfaction or 2.0 21 experience, and that historically we use customer satisfaction metrics that were 22

interface. So we will not use it. It is not

benchmarkable, whether they were -- I can't

remember the name of the organization that

does it, but that we were in this middle

ground, given the disruption of customer

towards something like that as a measure of 1 2. the customer experience. And you're moving towards that 3 Q because your current customer satisfaction 4 metrics are not serving your purposes? 5 I believe that something like net 6 7 promoter score's the best way to promote or target and improve the customer experience. 8 9 I do believe that, having implemented it from a more traditional customer service metric in 10 11 Australia where I ran a retail energy 12 business where we fought for our 3.2 million customers every day, the movement to a net 13 promoter score gave us a better insight into 14 what drives the customer experience. 15 16 think it's much more informative, and that's why I'm inclined to move that way. 17 The rap against it, it's typically not done in 18 19 non-competitive businesses, but my experience 2.0 has been that even non-competitive 21 businesses, such as the Australian Post, 22 mostly implemented it, and got much better 23 outcomes, and that's why I'm a big fan of 24 things such as net promoter score. 25 Let's be off the record. ALJ COOKE: 26 (Off the record.) 27 ALJ COOKE: Back on the record. At this time, I will mark for 2.8

1	identification a number of exhibits.
2	First is PG&E-9. It's a document,
3	Plan of Reorganization
4	OII-2019_DR_PUBADV_008-Q07.
5 6	(Exhibit No. PG&E-09 was marked for identification.)
7	ALJ COOKE: The next one for ease of
8	identification, I'm not going to repeat all
9	the stuff that kind of copies over from page
10	to page, and just give the data response
11	number reference.
12	But, this is, for identification,
13	PG&E-10, DR_TURN_015-Q01.
14	(Exhibit No. PG&E-10 was marked for
15	identification.)
16	ALJ COOKE: At this time, I mark for
17	identification as PG&E-11
18	DR_TURN_018-Q02Atch01Cost of Debt and
19	Maturities.
20	(Exhibit No. PG&E-11 was marked for identification.)
21	identification.)
22	ALJ COOKE: At this time, I will mark
23	for identification as PG&E-12 DR_MISC_Atch03.
24 25	(Exhibit No. PG&E-12 was marked for identification.)
26	ALJ COOKE: At this time, I will mark
27	for identification as Exhibit PG&E-13
28	DR MISC Atch04.
40	DK_MIDC_ACCIIO4.

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1	(Exhibit No. PG&E-13 was marked for identification.)
2	
3	ALJ COOKE: At this time, I will mark
4	for identification as PG&E-14
5	DR_MISC_Atch05Tab 13.
6	(Exhibit No. PG&E-14 was marked for identification.)
7	identification.)
8	ALJ COOKE: At this time, I will mark
9	for identification as Exhibit PG&E-15
10	DR_CLECA-PG&E-001Q02 and DR_CLECA_01-Q02.
11	(Exhibit No. PG&E-15 was marked for identification.)
12	identification.)
13	ALJ COOKE: At this time, I'll mark for
14	identification as Exhibit MCE-X1 Marin Clean
15	Energy Cross-Examination Exhibit for Witness
16	Wells.
	(Exhibit No MCE V1 was marked for
17	(Exhibit No. MCE-X1 was marked for
17	identification.)
18	identification.)
18 19	identification.)  ALJ COOKE: All right. At this time,
18 19 20	identification.)  ALJ COOKE: All right. At this time, we will return to cross-examination by
18 19 20 21	identification.)  ALJ COOKE: All right. At this time, we will return to cross-examination by Mr. Abrams. Please proceed.
18 19 20 21 22	identification.)  ALJ COOKE: All right. At this time, we will return to cross-examination by Mr. Abrams. Please proceed.  MR. ABRAMS: Thank you, your Honor.
18 19 20 21 22 23	identification.)  ALJ COOKE: All right. At this time, we will return to cross-examination by Mr. Abrams. Please proceed.  MR. ABRAMS: Thank you, your Honor.  Q Mr. Vesey, we left off with you
18 19 20 21 22 23 24	identification.)  ALJ COOKE: All right. At this time, we will return to cross-examination by Mr. Abrams. Please proceed.  MR. ABRAMS: Thank you, your Honor.  Q Mr. Vesey, we left off with you describing customer satisfaction metrics, and
18 19 20 21 22 23 24 25	identification.)  ALJ COOKE: All right. At this time, we will return to cross-examination by Mr. Abrams. Please proceed.  MR. ABRAMS: Thank you, your Honor.  Q Mr. Vesey, we left off with you describing customer satisfaction metrics, and wanted to understand why you feel there's not

Well, I think it's -- it's -- it 1 2. will evolve. The question is what is it that you want to measure, what are the key 3 processes of good performance, and I 4 think you -- one has to be thoughtful in 5 6 And part of the entire question of 7 reimagining the company comes down to what will drive the appropriate outcomes, and 8 9 therefore, how do you want to measure them. 10 Metrics become a very important element, 11 because you want to make sure you get the 12 right outcomes, and not the ones you don't 13 expect. So coming into the organization, 14 you understood that there was a significant 15 16 trust gap between PG&E and their customers. 17 Is that safe to assume? 18 Α I'll accept that premise, yeah. 19 Do you feel that metrics and 2.0 performance towards those metrics is a way to 21 cut through perhaps that trust gap that might be more subjective in other ways? 22 2.3 Α I'm not sure that metrics will, because metrics tend to be internal measures, 24 25 and therefore, metrics in and of themselves 26 won't do anything for that. The thing that 27 closes the trust gap is fundamentally fully understanding expectations that your 28

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customers have, and regardless of anything 1 2. else, living up to the commitments that you made to provide them with a safe and 3 affordable product. 4 How do you currently measure the 5 effectiveness of PSPS communications? 6 7 PSPS communications, which is a -you know, significant issues that we're 8 9 working on, has to do with the number of customers that we should have notified and 10 11 those that were not notified because of 12 systemic issues. The reason I say that is because we do events where weather changes on 13 us rapidly, and we will always err to the 14 side of de-energizing versus not 15 16 de-energizing because we haven't notified a particular set of customers. But, our -- the 17 18 straightforward measure, and it's what we are undertaking now, is really who should have 19 been notified, who was, and what that percent 2.0 21 is, and knowing that any gap there is unacceptable. 22 2.3 So measuring of effectiveness -- so that's where I'm trying to probe. 24 25 So how is a measure of effective communications, which is different than what 26

effective communications, and how is that

you've just described measurement of

built into the PSPS plans and the plan of 1 2. reorganization? It -- it currently -- well, you've 3 asked me two things. So the PSPS plan, the 4 only arbiter of effectiveness of 5 communications are those people who are 6 7 supposed to be receiving the communications. I think that's the point you're getting. 8 9 Effective communication is not just touching 10 and getting a response that somebody's been 11 communicated for. It's what has been communicated, was that message received, was 12 it actionable. These are all very good 13 points, and it's something that we have to 14 15 really up our game in, because I will say 16 that when I say there were failures in the way we executed the PSPS in the last fire 17 18 season, it also comes down to coordination and communication with the parties outside of 19 20 the company. 21 All right. Given that, would you say it's safe to assume that you have a lot 22 of communication metrics around things that 23 are on the revenue side of your business, and 24 not as many that are on the things that are 25 26 regarding safety? 27 Well, I don't know if I -- if I 2.8 would agree with that, the questions

surrounding metrics on the revenue side 1 versus safety. We have plenty of measures on 2. the safety side. Now you've asked me a 3 different question, are they effective or 4 not, which is still fundamental. 5 I don't 6 know that I can tell you that we have, in 7 pure numbers, more measures around the financial performance versus safety 8 9 performance. No, I just don't have a -- a view of that. I think that we have numerous 10 11 measures, and they're very broad. They cover 12 many issues. I just don't know -- I just can't agree with the fact that our -- the 13 14 measures we have, per se, on the financial and the corporate side are -- are outweighed, 15 16 in terms of numbers, those we have in other parts of our business. 17 18 So I assume that you have a 19 marketing communication organization that uses, you know, your typical mark on metrics 2.0 21 to understand customers' reach, brand 22 identity, and sort of the usual click-through 23 rates and those types of measures that 24 understand where people -- how people are perceiving your communications in terms of 25 26 marketing and communications and advertising. 27 Is that correct? 2.8 We have a communications group that

2.8

It's responsible for 1 communicates. 2. communicating inside and outside of the company. It is within the corporate 3 enterprise. I assume they have many metrics. 4 I can't say what -- the list you just went 5 6 through is all of them. I just don't really 7 know. But, I'm assuming they have a set of metrics that they use to manage their 8 9 responsibilities. 10 0 And -- and how do they report that 11 to you, as the CEO, about how effective the communications are? 12 I don't receive any reports on the 13 14 effectiveness of corporate communications. 15 You stated yesterday in your 16 testimony that you have 42 years of industry experience, and I want to understand, given 17 18 that, how you go about getting experience outside the utility industry. Part of what 19 is being discussed here is the safety 20 21 orientation, the culture of PG&E, and part of that culture has to do with how you seek 22 2.3 views outside the longstanding utility perspective. 24 25 How do I do it? Yeah. In the 42 years, there's always been a drive to 26 27 always look outside. We recognize that there

is no safe -- I haven't had the opportunity

to do it in the six months that I've been 1 here, but specifically to a questioning like safety, I can tell you that in my -- when I 3 was the CEO of AGL in Australia that we would 4 organize visits to other firms. 5 I can tell 6 you, for a fact, that we -- myself and -- I 7 took the -- my board to sit down with Qantas, which has one of the best safety records in 8 9 the airline industry, so we could take 10 learnings, and those learnings moved beyond 11 just the occupational safety, but the psychological safety, broadly. 12 That's how you do it. Now, I haven't had that 13 opportunity to do it here, but in other 14 places, it's also to figure -- to visit 15 16 refineries, dealing with large mining 17 companies. You do that by active engagement 18 with the parties outside in addition to looking at the literature. Now, that is all 19 20 past experience. I haven't been here long 21 enough to actually start to move on some of 22 those things, because, as I said, my focus 23 was getting stability into the organization 24 and managing us through the last fire season, 25 taking lessons from that, and also developing 26 hypotheses that would help us sort of 27 reimagine the company, based on the last ten years of experience. 28

So I'm talking about this plan of 1 2. restructuring. So what I'm trying to understand is in this plan of restructuring, 3 how are you orienting it so that PG&E has 4 those outside experiences and subject matter 5 6 expertise that doesn't necessarily reside 7 within folks who have been in the utility sector for a long time? 9 Well, the -- the -- the sort of 10 affirmative step we took is that we have --11 did a worldwide search, literally worldwide, for our new chief safety officer. 12 That chief safety officer, and it's in my testimony, 13 will -- will join the organization on 14 15 March 9th. They come from outside the 16 industry, with the last assignment for this executive was reporting to the CEO of Alcoa, 17 18 which is one of the premier -- now one of the premier providers of occupational safety, and 19 set a lot of the standards, and that person 2.0 also has experience in mining and chemicals, 21 so it will bring a whole new perspective and 22 23 new mandate and charge, and I think this individual is a clean sheet of paper to 24 25 rethink the way we approach not only workforce safety, but public safety, as well, 26 27 which will be an expansion of those responsibilities. 28

On page 5-2, you mention in your 1 2. testimony enterprise records and information management, and I understand that you hired a 3 firm called Trove to do your systems 4 I understand they're a very 5 integration. 6 niche utility-focused organization. 7 Why did you not turn to a larger system integrator for that work? 8 9 Α "A," I'm not knowledgeable with 10 Trove or that particular thing, so I really 11 can't give you a thoughtful answer. Part of what the plan of 12 reorganization must address is how you're 13 going to innovate and how you're going to 14 look to -- turn to renewables. One of the 15 16 things that I -- I see in terms of innovation 17 for PG&E is that I read recently that you are 18 leveraging blockchain, and you attended the North America -- the organization attended 19 the North America Blockchain Expo, which was 2.0 at the conclusion of the Kincade Fire in 21 November of 2019. 22 2.3 How is this blockchain a priority for the company during this time? 24 25 Well, it -- it isn't a --26 necessarily a high one, because I'm not all 27 that familiar with the things that you just cited. And I spent my -- half my career 2.8

trying to actually understand what blockchain 1 is, and I still don't. There are other 2. technologies that are critically important to 3 the things that are in front of us. 4 Blockchain has a great potential of being an 5 open ledger system, and tracking a lot of 6 7 things, and may be helpful in helping to deal with the big data challenges ahead of us. 8 9 don't have any specific insight to it. It's 10 one of the things that is being worked on 11 within one of these groups of innovation that we talked about previously. But, at the 12 moment, it is not on my watch list. I have 13 my -- my plate is a little bit full of things 14 I'm directing at the moment, so I'm just not 15 16 aware of that. 17 So do you not think that perhaps 18 that points to an example of why the plan of reorganization needs to be focused on the 19 20 type of innovation that you see, as the chief -- chief executive officer, is 21 22 important to the company? 23 Α Well, I -- I believe that, you know, coming out of the plan of 24 reorganization, which is financial, and one 25 26 of the big things that we talk about -- and, 27 of course, we don't have the -- all the detail -- is in this regional reorganization. 28

And the reason I say that is because the 1 2. ultimate organization, the -- with the lines and the responsibilities and the 3 capabilities, will be responsive to the key 4 processes and the technology that we will 5 deploy, and so a lot of that is a work in 6 7 progress. When we talk about reimaging the company, it will be talking to technology, it 8 9 will be talking about how we deploy it, how we change our processes. That's still a work 10 11 in process. Right now, our technology focus, 12 quite honestly, has been, in a big way, to do a number of things. One is to improve our 13 ability to communicate during PSPS, 14 15 recognizing --16 I'm sorry. You're going THE REPORTER: to have to slow down, Mr. Vesey. 17 18 THE WITNESS: I apologize. So one is 19 to -- let me pick up again. 2.0 The failure of the web at a critical 21 time for us was a major issue, and so we 22 worked very hard to reposition that to deal 2.3 with making sure that we can take the surges that we would see in terms of -- at least for 24 communications, and also to make sure that 25 26 what is behind our website face is compliant 27 with all ADA and AFA customer needs, which is 28 a big issue, as we just learned. I think,

after that, it's improving the quality of our 1 2. situational awareness, so a lot of technology dealing with the weather, ability to predict 3 weather, the weather technology in our 4 wildfire operations center. 5 Those are huge additions. We are exploring improvements in 6 7 terms of big data analysis, recognizing that we have deficiencies within our databases, to 8 9 make sure that we improve our decision-making with the data that we have. We are currently 10 11 exploring with a number of firms the ability to improve decision-making based on the vast 12 amounts of data that we have to use. 13 also looking at increased AI used on drones 14 15 to be able to enhance our inspections, to be 16 able to see patterns, to be bringing machine learning. So there is a lot there. 17 But, 18 what is prioritizing our look at technology is dealing with the challenge that we have 19 2.0 during fire season, and I would say, after 21 that, there are many many other things that we will be looking at, because one of the 22 things that we have realized, that there has 23 been a fundamental shift in the environment 24 25 in which we're working and the way we think about providing service, and so we have this 26 wonderful opportunity to literally reimagine 27 The structures that we'll put in place, 2.8 it.

such as the regional structure, will be 1 2. responsive to technology and process designs that we believe will advance the issues and 3 challenge some of the problems that we have 4 had and we have not been able to sort that 5 6 continues to bring up the kind of questions 7 we're dealing with here, and that's specifically a very sound and complete 8 9 understanding of our assets and assets conditions, the risks associated with those, 10 11 the -- whether we have the appropriate skills and competencies to deal with those risks, 12 the ability to program that, and that's a big 13 part the asset management, 55 -- so 55,000, 14 and then the ability to competently execute 15 16 the work plan, which is all about work management and -- and planning. Those become 17 18 some of the major issues. They are all process-based, they are supported by 19 technology, and they will be deployed as part 20 21 of this structural reorganization, not the financial plan of reorganization, but 22 23 literally, the structural reorganization of 24 the company. 25 Do you see that it's an issue that 26 these concepts and these things that you've 27 just described are not in the official plan of reorganization that's filed with 28

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## bankruptcy court?

A Well, because they are not financial issues, they are -- are -- are after the fact. They are part of getting closer to our customers and dealing and being responsive to ten -- 1054 in terms of our performance. And I'm not involved in the bankruptcy plan, the plan of reorganization being principally financial. These will allow us to ensure that when we emerge, we will not be incurring new challenges for ourselves, either financial or otherwise.

Q Do you not think it would reassure the CPUC and the public to have those things more baked into that, given the trust gap that we discussed earlier?

A I -- you know, trying to predict what would build assurance of confidence, I don't know. But, we are planning to discuss these more fully as they're -- as they're pulled out. We have the Assigned Commissioner Ruling that came out which deals to some of these issues which we will be responsive to in putting our plans forward.

Q On page 7 of my Exhibit Abrams

Opening Testimony, I have a statement there
that says, "We must ensure that PG&E --"

ALJ COOKE: Just a moment.

```
MR. ABRAMS:
                       Yeah.
 1
                      This is Abrams-06, for
          ALJ COOKE:
 3
    reference. Do you have that document,
    Mr. Vesev?
 4
          THE WITNESS: This is the Abrams
 5
 6
    opening testimony?
 7
          ALJ COOKE: And it's dated
    December 13th --
 8
 9
          THE WITNESS: Yes, I have it in front
    of me, and I'm on page 7.
10
11
    BY MR. ABRAMS:
12
              Thank you, Mr. Vesey, and thank
13
    you, your Honor.
              So on that, on line 15, it states:
14
    "We must ensure that PG&E incorporates
15
16
    independently regulated safety incentives on
    their board, and are connected to executive
17
18
    compensation and overall corporate incentive
                The Commission needs to ensure
19
    structure.
    that these are well-defined, measurable and
2.0
21
    clearly articulated in the plan of
22
    reorganization, if it is to be deemed
    reasonable, confirmable and reliable."
23
              Given the book you wrote and
24
25
    connecting profits to performance, do you not
26
    agree with that statement?
27
              Well, I agree with the statement
2.8
    that we should have safety incentives, that
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they be reported to the Commission. I think, 1 to be compliant with 1054 in terms of 2. incentive compensation, which connects the 3 dots that you're talking to, and there's --4 we have a sponsor for testimony, John Lowe, 5 who will talk to those -- those specific 6 7 issues. My concern -- and I don't know that it relates to my book or other things, but I 8 9 do believe that measures are important, and that to make measures that deal with critical 10 issues should be transparent. They should 11 have all the necessary oversight. 12 So in that order, I do not have any disagreement. 13 On page 14 of the same document, I 14 want to point you to the headline which was 15 16 the press release that was issued when PG&E filed their amended plan of reorganization. 17 18 It states: "PG&E files amended plan of reorganization, remains on-track to achieve 19 confirmation by plan before the June 30th 20 deadline." 21 Over the past few days, we've had 22 characterizations of what PG&E considers 23 fairness. We've also had characterizations 24 of what PG&E sees as a top priority being 25 safe and reliable service. 26 27 Why is the headline for this new plan for reorganization not "PG&E provides a 28

safe path forward that provides fairness to 1 victims"? I don't really have any thoughtful 3 answer to that on how the construction of 4 this headline was done. Maybe you can 5 rephrase the question. I can't answer that 6 7 question. Does it not bother you, as the 8 9 chief executive officer, that how you're communicating a plan of reorganization mainly 10 11 focuses on your date of June 30th as the primary motivation behind the plan of 12 reorganization as opposed to the things that 13 the public cares about, namely, safety, 14 15 reliability and fairness to victims? 16 MR. MANHEIM: Objection, the media strategy associated with the plan of 17 18 reorganization in the bankruptcy court really isn't relevant to the issues we're addressing 19 2.0 here under 1054. 21 ALJ COOKE: I agree. Sustained. 22 Next question? BY MR. ABRAMS: 2.3 Is how you communicate the plan of 24 O 25 reorganization not important to your 26 organization? 27 Same objection. MR. MANHEIM: ALJ COOKE: Overruled. 2.8

You can answer the question. 1 2. THE WITNESS: I think that how you communicate various strategies to the public 3 needs to be a thoughtful and comprehensive 4 There are different messages that you 5 There are 6 send to different groups. 7 different mechanisms to communicating those I'm not involved with the -- the --8 9 the strategy. I think that our mission remains the same, and our mission is not 10 11 changed, regardless, which is the provision 12 of safe, affordable clean energy to our customers, and that remains the same. So how 13 we -- our strategy for communicating what at 14 what times to what parties is part of a more 15 16 comprehensive view, because as you are aware, there are many different constituencies in 17 18 this. There's financial markets, there are 19 customers, you name it. There's always 2.0 somebody who has something that you want to 21 communicate to and frame it in the way that is most responsive to that. So I don't have 22 2.3 a deep insight to that, but I do want to

Q So communications are very important and public perceptions of the plan

acknowledge that communication and

organizational plan or -- or change.

communicating effectively is key to any

24

25

26

27

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of reorganization are very important to how
 1
    it would -- to the success of the plan; is
    that a correct statement?
 3
              In general, I would guess.
 4
          Α
                      That's why I'm focused on
 5
          0
              Great.
    this document.
 6
 7
              If you look at page 16 of that same
    document, it states that a top priority in
 8
 9
    terms of the heading being, "PG&E's Plan, the
    Best Path Forward, " talks to -- to make sure
10
11
    all parties are treated fairly. How do you
    define "fairly"?
12
              How do I define --
13
          Α
          MR. MANHEIM: Objection, your Honor.
14
15
              There was a lengthy discussion with
    Mr. Johnson about this yesterday where
16
    Mr. Abrams tried to get Mr. Johnson to
17
18
    address the legal standard in the bankruptcy
    court associated with what "fairly" means --
19
2.0
          MR. ABRAMS: I didn't ask him legal --
          MR. MANHEIM: I don't think we need to
21
    explore that ground again. It's not relevant
22
    to the 1054 standards the Commission needs to
2.3
24
    evaluate. We've already spent, probably, 20
    minutes on this issue with Mr. Johnson, and
25
26
    it's not within the scope of Mr. Vesey's
27
    testimony.
2.8
          ALJ COOKE:
                      Thank you. I'm going to
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ask Mr. Vesey a couple of questions.
 1
 2.
              Mr. Vesey, did you prepare the press
 3
    release that is copied in on page 16 of
    Exhibit Abrams-06?
 5
          Α
              No.
 6
          0
              And do you have any means of
 7
    determining what was intended by the
   preparers of that document for the purposes
 8
    of the term "treated fairly"?
10
          Α
              No.
11
          Q
              Are you a lawyer by training?
12
          Α
              No.
13
          ALJ COOKE:
                      Okay. Thank you.
14
              I don't think you're going to get
    anywhere with this line of questioning,
15
16
    Mr. Abrams, on it, but I'll allow you one
    more question to ask him related to his
17
18
    understanding of "fairly."
    BY MR. ABRAMS:
19
2.0
              From a nonlegal perspective, the
21
    public wants to understand whether PG&E
22
    treats its customers and victims fairly.
2.3
              How do you, as a corporate
24
    executive, in a nonlegal way describe
25
    "fairly?"
              As an individual, I'll answer the
26
27
    question because I don't think being a
28
    corporate executive changes it. In my
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nonlegal term, the way I believe I would 1 2. think about this is, a fair outcome is any 3 outcome that two parties can agree to. So, you know, what's fair is, you 4 5 know, it is in the eye of the beholder, but 6 if two parties come to an agreement, that 7 would have to pass -- basically, it's a fair outcome because they've agreed to it. 9 You know, in terms of valuations and other issues, it's normally the standard 10 11 of if people agree to it, that's the outcome 12 and that has to be by definition a fair 13 outcome. So that's how I would think about 14 15 It's not an imposed outcome. It's one 16 that's through agreement of parties in interest. And if they come together and 17 18 agree, then the outcome I would use is fair. 19 As part of the plan of 20 reorganization, what has been dismissed is 21 the Tubbs Fire investigation and the court trial that would come from that. 22 23 On page 17 of my testimony, I have 24 a statement there from Michael Kelly, a member of the TCC --25 MR. MANHEIM: Objection, your Honor. 26 27 The question of --2.8 MR. ABRAMS: I haven't finished my --

1 ALJ COOKE: Please, stop. 2. Let him ask his question and then 3 you can frame your --MR. MANHEIM: His question involves 4 reading copious amounts of testimony. 5 kind of wasting our time. 6 7 ALJ COOKE: Mr. Manheim, don't talk over me, please. 8 9 MR. MANHEIM: Sorry. I apologize. 10 ALJ COOKE: Mr. Abrams, please ask your 11 question directing him to the point in testimony, and then we'll hear if there's an 12 objection on that basis. 13 14 Thank you, your Honor. MR. ABRAMS: 15 The plan of reorganization required Q 16 that the Tubbs Fire court trial be set aside. 17 Michael Kelly stated: "We believe 18 that from a justice and transparency point of 19 view, the people who suffered these losses 2.0 are entitled to have this trial be public." 21 Does that not seem fair to you? Objection, your Honor. 22 MR. MANHEIM: 23 The question of how -- whether the Tubbs preference trial was settled or should not 24 25 have been settled is a question for the 26 bankruptcy court. It's not relevant to the 27 issues the Commission is considering in this 28 proceeding.

ALJ COOKE: The bankruptcy court 1 2. follows its own rules, and we don't overrule those rules here. 3 Can you frame it in the context of 4 the Commission's review of the plan of 5 bankruptcy? 6 7 MR. ABRAMS: Yes. Victims are ratepayers. Victims 8 9 are underrepresented in this hearing room 10 right now. What I'm trying to ask is for 11 victims and your consideration of them in terms of fairness. Do you think setting 12 aside their court date is fair? 13 MR. MANHEIM: Objection; it's the same 14 objection as before, your Honor. 15 16 ALJ COOKE: Okay. At this time, I will sustain that objection. Next question, 17 18 please. BY MR. ABRAMS: 19 2.0 The Commission under its purview 21 has the ability and the obligation to investigate fires caused by PG&E. 22 2.3 Do you feel, as the chief executive officer of PG&E, that the Commission should 24 25 investigate the Tubbs Fire to provide 26 fairness to victims who are also your 27 customers? 2.8 To answer that question

2.8

thoughtfully, requires me to have much more 1 understanding of process, procedure, details 2. around all those things, which I believe have 3 been put aside. I think that the Commission 4 has the ability and the right to do that. 5 It's really a decision for them to take. 6 7 I don't have enough information or insight into this to be able to give you a 8 9 thoughtful answer on that. Part of what was discussed earlier 10 11 in this hearing was corporate responsibility, and that is central to this plan of 12 reorganization. 13 What corporate responsibility did 14 you have before you were legally obligated to 15 16 do something to come forward in fairness? 17 Objection; that's a vaque MR. MANHEIM: 18 question. I don't understand the context of it at all. 19 I didn't understand the 2.0 ALJ COOKE: 21 question as well, Mr. Abrams. Can you 22 rephrase it, please? BY MR. ABRAMS: 2.3 24 O Corporate responsibility in being a good corporate citizen is central to a plan 25 of reorganization, particularly given the 26 27 history of PG&E. Is waiting for the law to tell you

to do something that is right the way to 1 rebuild trust and to be a good corporate citizen? 3 MR. MANHEIM: This question was asked 4 5 and answered multiple times with Mr. Johnson 6 yesterday. Can we maybe ask if 7 Mr. Vesey's --8 MR. ABRAMS: It's not. 9 MR. MANHEIM: -- opinion is any 10 different than Mr. Johnson's as a way to 11 truncate this examination? 12 ALJ COOKE: Mr. Vesey can indicate that 13 if he so chooses. Please answer the 14 question. 15 THE WITNESS: So to the question of corporate responsibility, which I take quite 16 17 serious, my number one responsibility is to 18 make sure that we don't create more victims. It's been my sole focus since I've 19 2.0 come here. It is what I'm absolutely 21 committed to, and I believe, as we -- you 22 asked and I answered before, that how do you 23 rebuild trust with your customers; it's by 24 doing the right thing all the time going 25 forward and doing what we say we're going to 26 I can't undo events of the past. 27 I do not have enough detail to talk 2.8 about what was past. It's a relatively

complicated history there, but my sense of 1 2. corporate responsibility is in going forward is not to create more victims, to make sure 3 we're serving our customers well, and we're 4 meeting our obligations. 5 That's my 6 interpretation of corporate responsibility, which I am committed to. I appreciate that. That wasn't my 8 9 question. 10 My question is: When a fire has 11 occurred like the Kincade Fire, at what point 12 do you take corporate responsibility for 13 that? Is it waiting until the law tells 14 you you have to or is there some point before 15 16 then that you might take responsibility for something or is only the law that makes you 17 18 move forward? When the issue is clear and we 19 20 have -- and we recognize that clear 21 responsibility, we will always act. You raise this issue of the Kincade 22 23 Fire during Mr. Johnson's cross. The fact of the matter is the event occurred. 24 It's under investigation. We are not allowed to see 25 that evidence at this moment. We're waiting 26 27 for those outcomes. The causality of that event is not 2.8

clear, and we don't have enough facts in our 1 hands to know what the cause and the initiation of that fire is. 3 In cases where things are clear 4 where we have an impact - we know our actions 5 directly resulted in an impact on the 6 7 customer - of course, we are not waiting for anybody to tell us what to do. We will act 8 in an affirmative way. 10 The world isn't always that clear. 11 Quite honestly, the Kincade Fire is not an 12 example of clarity in terms of causality and our responsibilities at this point in time. 13 Would you say that clarity is 5 14 percent or 80 percent? Can you give me a 15 16 sense of how clear you are? We don't have all the facts. What 17 Α 18 we know is not enough to come to a 19 determination. 2.0 I think we have reported this in 21 our 10k as a potential risk as -- I don't know what the engineering or what the 22 economic or GAAP terms are in the assessment 2.3 of probability, but at this point, there's 24 not enough evidence from enough places that 25 we don't have it to come to that 26 27 determination; so I'm not in a position to give you a probability. 28

1 0 Thank you. 2. On page 18 of that same document, you talk about your plan of reorganization, 3 and talk about completing enhanced and 5 accelerated inspection as a component of this. 6 7 MR. MANHEIM: Objection to the question. Mr. Vesey is not talking about 8 anything in this testimony. 10 ALJ COOKE: For clarity, we're in 11 Abrams-06, is what you're referring him to? 12 MR. ABRAMS: Yes. The same document, 13 page 18. 14 ALJ COOKE: And the portion that you 15 are citing to is the portion that you've 16 extracted from the PG&E press release; is 17 that correct? 18 MR. ABRAMS: Yes. This is the PG&E 19 press release, and as the chief executive 2.0 officer, I'm assuming that these things are 21 under his purview, as is everything else in 22 PG&E. 2.3 ALJ COOKE: Do you have the question in 24 mind, Mr. Vesey? 25 THE WITNESS: If you could ask it again, I'll do my best to answer. 26 27 MR. ABRAMS: Thank you. 2.8 Q It states here that "completing the

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enhanced and accelerating (sic) inspections
 1
 2.
    is part of the plan of reorganization."
 3
              Is this the same enhanced and
    accelerated -- accelerated inspections that
 4
    PG&E did not complete with this prior -- in
 5
 6
    the prior year?
              Well, I mean, I'm looking at an
 7
          Α
    excerpt here. It says, "PG&E has taken and
 8
 9
    continues to take critical actions,
10
    completing enhanced or accelerated inspection
11
    of more than 700,000 transmission
    distribution substation assets."
12
          ALJ COOKE:
                     Slow down a little bit.
13
14
          THE WITNESS: I'm just reading the
15
    first bullet there for my own benefit.
16
              We have an ongoing inspection
              And they are programs of each year
17
    program.
18
    to complete a certain amount of work, which
    we do, and we continue to do.
19
2.0
              To give you current status of that
21
    in what is programmed in this year and the
    out year, I would suggest that we have other
22
23
    sponsored testimony specifically on this by
    Debbie Powell. She will be in a much better
24
    position to answer specifics around these
25
26
    inspection programs.
    BY MR. ABRAMS:
27
2.8
          Q
              Thank you.
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In the next bullet point, it talks 1 2. to "enhanced vegetation management." Are these the same enhanced vegetation management 3 goals, which were approximately at 30 percent 4 completion at the start of the Kincade Fire? 5 6 The enhanced vegetation management 7 program is an ongoing multi-year program; so it is the same program. 8 9 Targeted in the last programming year in 2019, we had anticipated or 10 11 programmed to do 2,500 miles. We completed more than 2,500 miles so that work on 12 schedule was completed, and then it will 13 14 continue. There might be some shifts in what 15 we're focused on, having a greater focus on 16 clearing our transmission right-of-ways, our 17 lower transmission voltage levels as that 18 preserves the scope of PSPS as well as 19 shifting from pure management of trees and 2.0 trees that could fall into our assets to also 21 now focusing, not only on preventing ignitions of fires, but also preventing the 22 23 spread, which means we're also focused on the undergrowth and the grasses, as well as 24 25 clearing program going forward. So while we're still in enhanced 26 27 vegetation program - it's still a multi-year 28 program - the emphasis of that program might

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be different in this coming year.

ALJ COOKE: Let me just give you a time check, Mr. Abrams. You have about ten more minutes.

MR. ABRAMS: Your Honor, I'm getting very verbose responses, which I appreciate, and I wish we had the time to do it, but that is part of what's contributing to the time issues.

Q So given that you're describing in terms of how you're announcing your plan of reorganization the very same practices that came before the plan of reorganization, are you concerned that this plan of reorganization is not just reorganization at all, but just rehashing the same tactics?

A No, I'm not concerned.

Q Thank you.

If you can, please, turn to page 20 of that same document, there's a number of bullets expressed there of headlines that came out after your plan of reorganization was announced about many transgressions, criminal activities, and other things associated with how you're doing business.

The last point points to a headline that PG&E stock has gone up because you've reached this deal. How is not connecting

your actions to how you get compensated a 1 plan of reorganization that will position us for a better future? 3 Just for clarity, you're pointing 4 Α 5 to the last bullet, page 20, line 14? I'm pointing you to all the bullets 6 7 and what they mean. Α Well --8 9 Q So I'm trying to -- let me clarify 10 for the point. 11 Α Sure. 12 It appears to me, as an outsider, 13 as a victim, whose concern that there may be more fires this upcoming wildfire season that 14 PG&E doesn't have the proper incentives to be 15 16 motivated. The bottom line, financial incentives to be motivated. 17 18 And given these headlines and given 19 the way that your stock price goes up 20 regardless of what activity is exposed, don't 21 you feel, given that someone who wrote that 22 profits connected to performance are highly important, that this is not represented in 23 24 your plan? 25 A couple of things: One is, I 26 can't talk to all the headlines and what 27 people do. If the question becomes one that 28 there is -- you know, that PG&E needs to have

a pivot in terms of the way it performs and 1 exercises, there's some foundational things 2. that have to be changed, and that is part of 3 not necessarily the financial reorganization, 4 but this reorganizing, re-imagining of our 5 business, which I've already said on the 6 7 stand, is something that we're now engaged in. 8 9 As I said, I'm sorry, this is going to be a long answer, but I don't know how to 10 11 give you a short answer on this. In connection with being here for 12 six months focusing specifically on the 13 wildfire season, making sure we have 14 15 stability and execution of our work, I have 16 developed a number of hypotheses which will improve our performance going forward. 17 is all part of what we're going to be doing. 18 The rise and fall of the stock 19 price in relation to getting the line of 20 21 sight to emergence is something that the market evaluates and responds to. 22 And the fact of the matter, there's 2.3 tremendous volatility in those shares based 24 25 on what people read in the press. So I don't think that's directly responsive to it. 26 27 My view is that the direct result

from -- if we had another catastrophic

2.8

wildfire or another ethical lapse, they will 1 2. have significant and severe impacts on our financial position and the viability of the 3 plan reorganization. 4 That's why performance is critical, 5 6 and it is currently tied together because 7 these are the risks of inheriting the business. They are reflected in the way 8 9 shares are valued. They are reflected in the ways managers will be compensated. 10 11 This is not another company that 12 can afford another lapse in either operational or from a public safety 13 perspective. As I said before, that is my 14 15 main focus. That's what I'm here to do, to 16 make sure we don't do that and that we actually build a business that resolve a 17 18 number of lessons learned that existed for this corporation over the last 10 years that 19 2.0 still need to be resolved. 21 Thank you, Mr. Vesey. I would like to hear very long 22 23 I would love to have that responses. dialogue. And as the only victim who is 24 sitting here today and the only one who's 25 26 representing victims here today, I would just 27 ask that I have some more leeway in terms of the time. 2.8

What I'm trying to understand is 1 2. that the plan of reorganization -- I know every corporation -- you've worked for 3 corporations. The bottom line is the bottom 4 line. 5 6 If that is not connected to your 7 actions and what you stated is it -- the next round of fires will be detrimental. Help the 8 9 public, help victims understand if PG&E is 10 only going to be responsive after the fires 11 occur, which, really, based on your stock has not been all that effective. 12 You've had lots of fires and your 13 stock fires prices still held up. You're 14 15 still getting the return. 16 If it's not based on the return in terms of your actions, how can the public, 17 18 how can the Commission, how can we all feel safer in our homes living under your lines? 19 2.0 MR. MANHEIM: Objection; it's 21 argumentative. And also, this line of questioning has been asked and answered 22 23 multiple times of Mr. Vesey. 24 MR. ABRAMS: It's not. 25 Mr. Vesey, you can answer ALJ COOKE: 26 to best of your ability. THE WITNESS: Well, you know, I 27 2.8 disagree with the fact that there isn't

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direct correlation between the company's
 1
 2.
   performance and its actions. I think that's
    clear, and that is why we are where we are
 3
    today.
 4
              I think that it is absolutely my
 5
    focus and it motivates the decisions I take
 6
 7
    and the way I lead the PG&E Company that we
    will not have another event that causes an
 8
 9
    impact on the lives of our customers.
10
              Now, that's my objective. That's my
11
    goal, and the way we're doing it is by
12
    focusing on making sure that our assets are
    operating the way they're safe because
13
    there's two major reasons: The exposure to
14
    customers, both on the gas and electric side.
15
16
    On the gas side, it is a loss of containment
    either on the distribution level or
17
18
    transmission, and we have significant
    programming working on that.
19
2.0
              On the electric side, it is also
    recognized that we have a situation where we
21
    have a significant amount of conductor in
22
2.3
    high fire-threat districts that are not at
    the moment safe, and that's why we're going
24
    through the advanced vegetation management;
25
26
    we are going through hardening; we're
27
    exploring microgrids to make sure we aren't
    going to be causing those issues.
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That's the motivation here. The 1 sense that it is not connected to the 2. financial performance of the company, I can't 3 accept that premise because I believe that 4 those are major risks, and that there are 5 discounts for that risk, and for the fact 6 that we have recurring problems going 7 forward, they will materialize in the value 8 9 of this company; so I think they are directly 10 connected. 11 And I will tell you that it is my 12 view that the executive management as well as a broad portion of this company is absolutely 13 focused on not repeating the events that 14 15 we've had. I don't know what more I can say 16 here. 17 Do you understand how that victims 0 18 and the public have heard that from various executives for a very long period of time and 19 2.0 all of those statements might ring hollow, 21 and as a way in the plan of reorganization to remedy that is to tie ongoing financial 22 23 mechanisms to your investors so that when you do not perform on a particular function, they 24 25 get less return. 26 When you do achieve a particular 27 function, they get more return so that your investors' incentives are aligned to the 2.8

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victims and the public?
 1
                       Objection, your Honor;
 2.
          MR. MANHEIM:
    it's been asked and answered. I don't think
 3
    there --
 4
                       It has not been answered.
 5
          MR. ABRAMS:
          MR. MANHEIM: -- are any more answers
 6
 7
    Mr. Vesey can give.
          ALJ COOKE: Mr. Vesey, you can answer
 8
 9
    to the best of your ability, and if you
10
    cannot answer the question, just say so.
11
          THE WITNESS:
                        Okay. I want to be
12
    responsive with an answer.
                                 I believe that
    the way - we discussed this before - to close
13
    the credibility gap is by doing what we say.
14
    It can only be in our performance.
15
16
              There is no plan; there is no
    structure; there is no connection that can
17
18
    quarantee an outcome other than the fact that
19
    the commitment on what we do is thoughtful,
    is addressed to the issues, the work is
2.0
21
    executed, and the risks are eliminated.
22
    That's my answer to the question.
              I don't -- I do not believe that
2.3
24
    purely having financial connections will
25
    necessarily change those outcomes.
26
              I also believe, as I stated before,
27
    that it is directly related.
                                   These are the
    risks that are evaluated when investors look
2.8
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at this business. They evaluate performance 1 because we're also making commitments to the financial community as we raise funds on our 3 performance. 4 And I will tell you that I actually 5 believe that connection does exist, and 6 7 that's why we have to be extremely serious and we have to perform at an extremely high 8 level to make sure that we don't see the 9 10 consequences financially of less aggressive 11 performance. BY MR. ABRAMS: 12 Are you aware in the Governor's 13 Strike Force report that he specifically 14 asked that independently and scientifically 15 16 verified metrics be tied to the investments 17 associated with PG&E? 18 Α I am not aware of that document. 19 Q Moving on. 2.0 On Exhibit -- I don't know the number -- but "Objection of Governor Newsom" 21 22 is the title. ALJ COOKE: Abrams-X-08. 2.3 24 MR. ABRAMS: Thank you. 25 On page 3 of that document, it 26 states, starting on line 10: "It seems clear that rather than amend the debtor's plan to 27 2.8 incorporate the necessary changes, the

debtors instead intend to try to leverage the 1 2. Chapter 11 process to force the California Public Utilities Commission to approve and 3 the State of California to accept a 4 suboptimal plan. 5 6 Is that the goal of Pacific Gas & 7 Electric? Objection for multiple MR. MANHEIM: 8 There's no foundation; this is not 9 reasons: a PG&E pleading; it's a pleading of the 10 11 governor; it pertains to the bankruptcy; it's 12 filed in the bankruptcy; that is not within the scope of this proceeding; Mr. Vesey has 13 testified he was not working on the 14 bankruptcy; he's focusing on operations; it 15 16 is not relevant. 17 ALJ COOKE: Thank you. 18 Mr. Vesey, are you familiar with 19 this document? 2.0 THE WITNESS: I've not seen these 21 documents before. ALJ COOKE: Okay. He did testify 22 earlier that he is not involved in the 2.3 bankruptcy proceeding in the Federal Court 24 25 and thus is not aware of this document. 26 MR. ABRAMS: Your Honor --27 ALJ COOKE: Next question, please. 2.8 MR. ABRAMS: -- the whole purpose of

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this hearing is to focus on the bankruptcy. 1 If we can't reference bankruptcy documents, and the chief executive officer can't address 3 a specific paragraph that talks to the 4 California Public Utilities Commission, which 5 is where we're seated, I don't know what more 6 7 can be more relevant than that statement. ALJ COOKE: Your objection is 8 9 registered for the record. I think that this document speaks for itself and is part of the 10 11 proceedings at the bankruptcy court. BY MR. ABRAMS: 12 13 Do you feel that your plan of reorganization is suboptimal? 14 15 Α No. 16 Are you trying to push this upon the California Public Utilities Commission to 17 18 approve very quickly to get to your June 30th 19 deadline? 2.0 I'm not involved in those Α 21 proceedings, you know, in those details; so I don't know how to characterize pushing it, or 22 speed or process. The regulatory process, 23 there are probably other witnesses who are 24 best able to reply to that question. 25 26 MR. ABRAMS: I have no more questions. 27 ALJ COOKE: Thank you, Mr. Abrams.

The next cross-examiner is MCE,

1	Ms. Kelly.
2	MS. KELLY: Thank you, your Honor.
3	CROSS-EXAMINATION
4	BY MS. KELLY:
5	Q I just have a brief set of "yes" or
6	"no" questions.
7	Is PG&E in compliance with
8	vegetation management as it is required under
9	state law?
10	A Yes.
11	Q Is PG&E in compliance with its
12	enhanced vegetation management plan?
13	A I believe so.
14	Q Does compliance with the vegetation
15	management and enhanced vegetation management
16	required by law and under PG&E's plan reduce
17	PSPS?
18	A That, I can't answer yes or no to
19	because it's a little bit more complicated.
20	MS. KELLY: Your Honor, may I please
21	ask for a yes or no response?
22	MR. MANHEIM: Your Honor, he said he
23	cannot.
24	ALJ COOKE: He's given you an answer
25	that he can't answer yes or no.
26	MS. KELLY: Then I'll take a response.
27	THE WITNESS: So the intent is that
28	within a certain range of weather conditions,

it should limit the scope, but when you have 1 extremely high gusts of winds, depending on 2. where they are, you know, no amount of 3 vegetation management on your right of way 4 can necessarily protect those assets. 5 6 So you can have debris flying in 7 from way off your right of way, and so in that instance, it really depends on the 8 weather conditions. 9 10 The view of the enhanced vegetation 11 management which takes the vegetation further 12 away from conductors and also opens an aperture so things don't fall in is based on 13 certain weather conditions, but when those 14 weather conditions are exceeded, we would not 15 16 rely on that process to keep from de-energizing certain assets. 17 18 BY MS. KELLY: So just to clarify, there is a set 19 of -- below a certain threshold --2.0 Between normal weather conditions 21 and some - let's call it - upper limit 22 2.3 threshold, is it true that there would be a 24 reduction in PSPS? 25 Α Yes. 26 So are you aware of the 27 February 19th, 2020, order to show cause hearing held by Judge Alsup, applying --28

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where he considered applying additional
 1
    conditions of probation to PG&E?
              I -- specific dates, but I'd
 3
    probably say I'm aware.
 4
 5
          0
              Yeah.
 6
              And he had asked the same question
 7
    on whether vegetation management reduced
    PSPS. Are -- did you receive a report out
 8
 9
    from that?
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          Δ
              No.
11
          ALJ COOKE: I'm sorry. I couldn't hear
12
    you.
13
          THE WITNESS:
                        No.
14
    BY MS. KELLY:
15
              Would it surprise you that in
    response to -- allow me to rephrase.
16
17
              At that hearing, Judge Alsup asked
18
    PG&E to assume it had been in compliance with
    its own plan and state law, which in court
19
20
    pleadings, which I'm happy to attach, PG&E
21
    said that they were not in full compliance.
22
              So, Judge Alsup asked PG&E to
2.3
    assume that it had been in compliance with
24
    its own plan and state law and asked, "Would
    you have less PSPS?" PG&E Counsel responded
25
26
    to Judge Alsup's question with an unequivocal
27
    "No."
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              Does that response surprise you?
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MR. MANHEIM: Objection. The response 1 speaks for itself, your Honor. If she wants 2. to enter that, she can enter it. 3 ALJ COOKE: She's asking a different 4 question though, which is whether or not Mr. 5 6 Vesey would be surprised by that answer. 7 can answer that question. THE WITNESS: Well, I'll answer the 8 9 same way I answered before, is that, within a 10 certain range of weather conditions, it 11 should limit it. All right? That's my view. 12 So that's the answer I gave before. So if you asked me whether -- I don't know if 13 -- you asked the question if I'm surprised. 14 I don't know that I'd be surprised or not, 15 16 because I don't know the context of everything else. 17 18 THE REPORTER: Slow down, please. 19 THE WITNESS: I don't know the context in which Counsel responded. And I don't know 2.0 what the situation is. But my engineering 21 judgment is, as before, that within a range 22 of weather conditions, it should limit the 23 number of PSPSs -- or I should say the assets 24 that are de-energized during PSPSs. 25 BY MS. KELLY: 26 27 To the extent --0 ALJ COOKE: Time check. One more 2.8

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1
    minute.
          MS. KELLY: I have no further
 2.
 3
    questions, your Honor.
          ALJ COOKE: All right. Thank you.
 4
 5
              Good answer.
              Next cross-examiner is SBUA.
 6
 7
    Mr. Strauss, please come up to the table and
    position yourself near the microphone.
 9
              And, Mr. Strauss, will you be using
10
    SBUA-X-02.
11
          MR. STRAUSS:
                        Your Honor, yes, I will.
12
          ALJ COOKE: Okay.
                              Thank you.
13
              Do you have that Mr. Vesey?
14
          THE WITNESS: I'm working on it. I
    have it here.
15
16
          ALJ COOKE: Okay.
                              Thank you.
                    CROSS-EXAMINATION
17
18
    BY MR. STRAUSS:
19
              Thank you, Mr. Vesey.
2.0
              I represent -- my name the Ariel
21
    Strauss, and I represent Small Business
22
    Utility Advocates.
              I will start with this exhibit.
2.3
                                                 Τ
24
    understand that there was previously a
25
    question also related to the risk register.
26
    The risk register that we've appointed to in
27
    the response to SBUA's data request is
    attached.
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And does the risk register 1 presently include PSPS events? To the best of my knowledge, it 3 would be a mitigant to the wildfire, which 4 would be the risk event. 5 6 Is the answer "no"? 7 Α Are you asking me to specifically look towards in this document that you have? 8 9 Q I'm asking --10 (Crosstalk.) 11 THE WITNESS: In my knowledge, the PSPS is not a risk event. 12 BY MR. STRAUSS: 13 How then are risks associated with 14 de-energization accounted for by PG&E? 15 16 Α Well, this -- this is a good question. This is this point when it's 17 18 looked at as a risk mitigant, that the fundamental answer is that, broadly, those 19 2.0 risks were not evaluated on a rigorous basis 21 within the risk program. I mean, they're -not to be verbose. 22 2.3 ALJ COOKE: Mr. Vesey, is the -- are you saying that right now, it is a mitigation 24 measure to the wildfire risk, as opposed to a 25 risk in and of itself? 26 27 THE WITNESS: Yes. 2.8 ALJ COOKE: Thank you.

## BY MR. STRAUSS:

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Q Now, turning to some of your testimony about the reorganization or the changes in the responsibilities of different committees on the board.

What mechanism is in place to ensure the regulatory aspects of safety are not overlooked in the change of responsibility from compliance and public policy committee, to safety and nuclear and operations committee?

MR. MANHEIM: Can I ask where you're referring to his testimony?

- 14 MR. STRAUSS:
- 15 | I'll move -- I'll get back to that question
- 16 | in a moment. I'll move on to other
- 17 | questions.
- Q One question that was asked of Mr.
- 19 Johnson was a concern regarding the
- 20 possibility that with new board members
- 21 coming on that have additional experience
- 22 | specifically in safety, that there might be a
- 23 | lack of responsibility -- of experience in
- 24 certain areas. He identified that as a good
- 25 question.
- As President of the utility, what
- 27 is your response to the risk that the board
- 28 | currently may lack expertise in certain

areas?

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A To the -- well, let me give you the limits of my knowledge. One, when a board is formed -- and the current board was in place before I arrived -- there is normally a risk matrix that is reviewed to ensure that there is a sort of a -- in -- collectively, the board can address the major issues, challenges, not only, that exist with the company that will emerge. I'm not familiar with the skills matrix that was used for the current board.

The board that was set up in, I believe, April was specifically responsive to the bankruptcy and, therefore, might not be a board that has the typical skill composition that you would look for a long-run steady state. I'm just not aware of the skill mix. I'm aware that there is a combination that I can of at least three or four members on the board who have utility or utility-type experiences. But I can't answer in more detail than that.

Q Thank you.

Regarding the plan for regionalization, would you say that large consumers in one part of the PG&E service territory have different needs than, let's

say, large consumers in a different area 1 based on their location? Well, I don't know if it's based on 3 their location. But it wouldn't be -- I 4 wouldn't object to the view that different 5 6 large customers have different needs, based 7 on businesses and business objectives. Mm-hm. 8 0 9 And then, similarly, with regard to low-income customers, let's say in San 10 11 Francisco versus Stockton, would there be a difference there in their needs, based on 12 their locations? 13 Α I can imagine that. Again, it 14 would be -- may not just related to their 15 16 location but circumstance, yes. 17 And in what respect were the 0 18 circumstances different? Well, I mean, an individual who is 19 low income living from a rural or agriculture 2.0 setting, might be different than that same 21 customer living in the city. The challenges 22 2.3 that are presented to them would be different. So, you know, one could offer 24 25 that low-income customers who were in the Stockton area were living in a multi-unit 26 27 housing is different than somebody who's living a single residence. So I think 2.8

there's a lot of differences --1 2.  $\circ$ Mm - hm. -- in what the premise that 3 individual customers need may be different 4 base on the situation. And that, I can 5 6 accept that. 7 And would you say the examples of 0 situational differences you described might 8 9 have more to do with population density or 10 city dynamics than what specifically -- where 11 they are regionally within the PG&E service territories? 12 But there are a lot of 13 А Maybe. factors. Because one of the factors are 14 15 that, given everything else the same, they 16 live in a different place with different climactic conditions, might yield different 17 18 needs. If you're out in the central valley 19 versus similar circumstance and in San Francisco, that might be a difference. 2.0 there are most likely a number of attributes 21 that would determine ultimate needs. 22 2.3 And with respect to small 0 businesses and the SFPs, in particular, let's 24 25 give the example of a restaurant. 26 Would a restaurant one region have 27 more in common or less in common with a restaurant in another region? 2.8

Well, it depends on what the 1 2 commonality is. But there would be certain things which would be different and, perhaps, 3 certain things would be the same. So that's 4 just -- I don't know enough about the 5 6 restaurant business to be specific. But I 7 can understand that they are -- based on location and circumstances, this could be 8 different. 9 10 0 And has the regionalization plan 11 then considered what those differences would 12 be with respect to the customer class we're discussing? 13 Α Not in the first instance. I think 14 15 what the plan is envisioning -- and we have 16 talked to the multiple regions -- is that fundamentally, the regions need to be 17 designed in a way that the local management 18 can actually understand what those 19 differences are in serving their customers in 2.0 21 the most responsive way. So it's a question of -- and I use this term -- and it's a term 22 of -- in the literature. And sometimes 23 people tell me not to use it. But there's an 24 25 issue of customers intimacy. 26 It's really understanding customers 27 and what they are about. And the key to regionalization is to get closer to the 2.8

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customers and interface on a regular basis to
 1
   be -- to fully understand what those needs
 2.
    are in that particular area.
 3
          ALJ COOKE: Let's be off the record.
 4
              (Off the record.)
 5
                     Back on the record.
 6
          ALJ COOKE:
 7
   BY MR. STRAUSS:
              So, then, with regard to expertise
 8
 9
    that's gained by PG&E by serving to
   particular classes of customers, how would
10
11
    that expertise be then shared through areas
12
    where that customer class may be less
   prevalent in a different region?
13
              You know, good question.
14
                                         There's a
    -- you know, the design issue is that, what
15
    you want to do is that you have need sets
16
   that are broad. You want to develop an
17
18
    expertise for that. And that expertise has
19
    to be shared.
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              So the idea that you have
    individual regions, what is the issue of
21
    collaboration between these operating regions
22
    to take them or at least to be able to share
2.3
   the skills to the benefit of them all.
24
    of the challenges that we have is that we
25
26
    have to become a much more rapidly learning
27
    organization, and that we have to collaborate
    so that we don't create these silos.
2.8
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one of the key findings that, you know, I've 1 come to recognize based on the review of the 2. past events. And that is that we do not 3 share information readily, we are siloed, and 4 my key, in terms of this design, is to make 5 sure we have the process -- processes 6 7 implemented that would basically share the information, and that there's enough 8 9 commonality to create specific expertise within the business to deal with that. 10 11 So it will come in time. question is that I don't think that we're 12 looking to have separate isolated regions, 13 each doing their own thing. Where there's 14 15 commonality, that information would be 16 shared. There would be programming. And to where we would have common use of a scale or 17 18 knowledge that you could deploy, that's what 19 you would do. 2.0 So in light of this concern about 21 silos and the history of PG&E and the way that that was identified as a risk factor and 22 23 a factor in the safety history, has -- have -- do you have any pause then going forward 24 with establishing a program that could 25 exacerbate silos? 26 27 Because as I said before, you 2.8 know, we keep thinking about the wiring

diagram and regionalization as the be-all and 1 end-all, it's not. Those things are -- when 2. someone talks about how are you going to 3 organize? The question is, organize to do 4 what? Right? 5 So your organization really is the 6 7 delivery of a set of competencies and capabilities into the market, which is what 8 9 your organization should deliver. Only one 10 dimension is the way you have the wiring 11 diagrams. The other is how are you going to 12 have your fundamental business processes work If you know that siloing is an 13 across those. issue, finding mechanisms to make sure that 14 that doesn't occur. 15 16 There is no -- every organizational design will have pros and it will have cons. 17 18 And the key here is to recognize where a particular organization is -- design is made. 19 20 So for this -- in this case, to be more responsive to customers, based on the real 21 identification of needs, the offsetting point 22 to that is what we were just discussing, that 23 you don't want to stay resident-only within 24 25 that area. So that is taken care of by, you know, sharing, by creating knowledge objects 26 27 that are shared across the business, where issues are raised, any performance that is 28

positive or negative is evaluated for 1 learning. So there's a lot more than just 2. the regional organization. 3 And I can be clear that 4 collaboration is one of the foundational 5 issues that has to be sorted. And whether 6 7 that is between the electric and gas business, regional business, or way we serve 8 9 customers, it has to be part of the overall 10 organizational design which is greater than 11 just the wiring pictures and the establishment of regions. 12 With -- now, I understand that the 13 new board structure and focus on safety is 14 15 acceptable for the reorganized PG&E. 16 What mechanisms are in place to ensure that this is not changed by the 17 18 shareholders, meaning, in this case, the 19 shareholders of the holding company? 2.0 When we recognize that safety, specifically public safety, is a key risk to 21 the organization, I would believe that it 22 2.3 would be a major consideration in the skill matrix the make sure we have people not only 24 25 who have the focus on workplace safety, but 26 also public safety. It's a major risk. 27 when we think back to how one deals with this

issue of organization, which would start at

2.8

the board level, it really is, you know, what 1 2. is the business? Where are the assets? are you doing? What are the risks? 3 And then the third question is, do 4 I have the competencies that are adequate to 5 respond to the that? I would imagine, though 6 7 I'm not involved in it here -- but I have been involved in past matrices for board 8 9 members -- is you do a pretty rigorous review of the business strategy of the risks, of the 10 11 environment, to make sure that the major items of governance, which is a foundational 12 responsibility of the board, are met with 13 resident expertise in the hole; right? 14 15 So that means you might have some 16 individuals who are particularly deep, others who may not be but can add a view from other 17 18 experience and processes. So I would think it's essential, and even if there was a 19 massive board refresh on emergence, that 2.0 these would still be among the key issues 21 that would have to be managed that could give 22 confidence in investors that these risks are 2.3 being dealt with at a highest level of the 24 25 company. And then with respect to 26 27 mechanisms, however, what mechanisms are in place to ensure that that stays the way it is 28

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2.8

1 | now or is further improved?

A Well, I would imagine we would always want to improve. I mean, I would imagine that there would still be a safety and nuclear oversight committee. I don't have a view that that would change.

But, quite honestly, I can't preempt decisions of a new board. You know, they have a lot of decisions to take. But I'll go back to the comment I already made, that it would seem to me that -- it would be surprising to me if those competencies weren't reflected in the board and that the board wouldn't have an appropriate committee structure to make sure that they had appropriate oversight and held management accountable. So I can't say nothing will change. I just would find it to be difficult to imagine that this would be fundamentally left aside in a reorganization. It is so essentially fundamental to the company.

MR. MANHEIM: And for clarity of the record, I could point out that Ms. Brownell is the one who addresses the board selection process. And that might be a better place for these types of questions.

ALJ COOKE: Would -- likewise, would -- board governance questions would be better

directed to Ms. Brownell? 1 MR. MANHEIM: Yes. 3 MR. STRAUSS: Thank you. That concludes my questions. 4 5 ALJ COOKE: All right. Thank you. 6 MR. STRAUSS: Thank you, your Honor. 7 Let's be off the record. (Off the record.) 8 9 ALJ COOKE: Let's be back on the 10 record. 11 Mr. Manheim, you said you have some redirect? 12 13 MR. MANHEIM: Yes, your Honor. Thank 14 you. 15 REDIRECT EXAMINATION 16 BY MR. MANHEIM: 17 Mr. Vesey, just a couple of cleanup 0 18 things. 19 THE REPORTER: I need you to speak up, 20 please, Mr. Manheim. Thank you. BY MR. MANHEIM: 21 22 Oh, yeah. 23 Mr. Vesey, just a few cleanup 24 questions. 25 You were asked about the timeline 26 for implementation or regionalization. And I 27 believe you stated that if unencumbered by 28 other types of constraints, that that could

be implemented by the first quarter of 2020. 1 2. Is that the date that you intended 3 to state? I misspoke. It was first 4 Α No. 5 quarter 2021. 6 Q Thank you. 7 A few moments ago when you were describing the board selection process, you 8 referred to the risk matrix. 10 Did you intend to refer to the skills matrix? 11 Skills matrix. 12 Α 13 0 Thank you. Yesterday, Mr. Geesman 14 asked you some questions about board meeting notes that were delayed in a quarterly 15 compliance report that PG&E provided. 16 17 Were you able to look into that 18 question? After yesterday's session, I 19 Yes. did look into it. And I can confirm that the 2.0 21 minutes were included in the January report 22 and appended do it -- so January 31 report that was submitted. Those minutes were 2.3 included. And I've also ensured that the 24 25 process for timely completion of minutes is 26 being worked on. 27 0 Thank you. 2.8 And one last point of

clarification. You were asked for -- by 1 Counsel for MCE about whether PG&E is in 2. compliance with all of the legal requirements 3 associated with vegetation management. And 4 5 then further, on the enhanced vegetation, 6 which is not a legal requirement, but a 7 voluntary PG&E program, whether we're in compliance. 8 9 And you stated, "yes." And then Ms. Fox (sic) asked you about the statement 10 11 in front of Judge Alsup where counsel was -said "no." 12 13 Α Right. Is it your understanding -- or let 14 me ask the question this way. 15 16 When you answered that question, were you -- did you intend to state that PG&E 17 18 meets all clearance requirements for veg management for every tree in our service 19 20 territory at every moment? 21 Are you able to express an opinion 22 on compliance in that sense? 23 Well, it's -- you know, in a А 24 snapshot in time, it's very hard to know in 25 the range things grow, things move, in that 26 sense. And to be quite honest, and -- when I 27 was talking about compliance, there are 28 standards, there are rules that we have to

We then turn that into programming. 1 2. My view of being compliant was weather we were executing the work plan and 3 we had initiated. So I meant along with in 4 accomplishing that work plan. 5 I wasn't 6 specifically talking to the legal compliance 7 in terms of the regulations, only the work we were doing is based on that. And to -- the 9 answer then to your question is that at any given moment in time, it's hard to ensure 10 11 compliance because trees grow, things fall, 12 things change. 13 0 Thank you very much. 14 That's all the questions I have, 15 your Honor. 16 ALJ COOKE: Do you have redirect, Ms. 17 Geesman? -- recross? 18 MR. GEESMAN: Your Honor, I have two 19 questions on recross. Recross. I know recross. 2.0 ALJ COOKE: Yeah. 21 Okay. There was only one question 22 on redirect. So, go ahead. 23 RECROSS-EXAMINATION BY MR. GEESMAN: 24 25 Mr. Vesey, the January report that 26 you indicated on redirect, that came after 27 the first quarterly report that you and I 2.8 were discussing yesterday.

1	Is that not correct?					
2	A The what I had found is that the					
3	July 31, 2020 report, the minutes were					
4	attached.					
5	Q When were they					
6	(Crosstalk.)					
7	ALJ COOKE: Wait a moment.					
8	The January 31 report had the					
9	minutes attached?					
10	THE WITNESS: Yes.					
11	BY MR. GEESMAN:					
12	Q When were they forwarded to the					
13	Commission?					
14	A I don't have that detail. I					
	1					
15	apologize.					
15 16	Q Do you happen to know if that was					
16	Q Do you happen to know if that was					
16 17	Q Do you happen to know if that was after A4NR had filed a protest with the					
16 17 18	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was					
16 17 18 19	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?					
16 17 18 19 20	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?  A I apologize. I don't know the					
16 17 18 19 20 21	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?  A I apologize. I don't know the timing of the occurrence of events.					
16 17 18 19 20 21 22	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?  A I apologize. I don't know the timing of the occurrence of events.  Q Thank you.					
16 17 18 19 20 21 22 23	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?  A I apologize. I don't know the timing of the occurrence of events.  Q Thank you.  ALJ COOKE: So, tomorrow, let's have a					
16 17 18 19 20 21 22 23 24	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?  A I apologize. I don't know the timing of the occurrence of events.  Q Thank you.  ALJ COOKE: So, tomorrow, let's have a statement from counsel with that information.					
16 17 18 19 20 21 22 23 24 25	Q Do you happen to know if that was after A4NR had filed a protest with the Commission of the Advice Letter that was Cross-Examination Exhibit A4NR-X-04?  A I apologize. I don't know the timing of the occurrence of events.  Q Thank you.  ALJ COOKE: So, tomorrow, let's have a statement from counsel with that information.  MR. MANHEIM: Yes.					

```
Yes, your Honor.
 1
          MS. KELLY:
                                         May have
 2.
    just one minute off the record?
          ALJ COOKE: Yes. You can work on that
 3
    while -- does --
 4
              Mr. Abrams, did you have recross
 5
    based on a redirect question that you asked
 6
 7
    that was clarifying something he answered in
 8
    response to you?
 9
          MR. ABRAMS: Yes. Even though it was
    directed to another party, it was
10
11
    representing something that I also brought
12
    up, which was the enhanced vegetation
13
    management.
14
                  RECROSS-EXAMINATION
    BY MR. ABRAMS:
15
16
              So in terms of a redirect --
          ALJ COOKE: Recross.
17
18
    BY MR. ABRAMS:
19
    Sorry. Recross.
                      Sorry.
2.0
              The term "things grow, things fall,
21
    things move, " and earlier it was represented
    that "sometimes things break."
22
2.3
              Do you feel that statements like
    that mean that more metrics need to be tied
24
25
    to financial metrics and the bottom line of
    PG&E?
26
              As I -- well, let me just answer
27
    the question. I specifically think that
28
```

```
better metrics improve performance.
 1
   that sense that the more metrics we have
   about the work we do to not only talk about
 3
    the efficiency, but the effectiveness of it,
    as we've discussed before, are important.
 5
 6
              The question about the tying to
 7
    financial performance is one that I'm not
    going to give another view on. Because I've
 8
 9
    already stated that I don't believe that you
   need that direct contact between those
10
11
   measures.
12
          0
              Specific to vegetation management?
13
          Α
              Specific to vegetation management.
              Okay.
14
15
          ALJ COOKE: All right.
16
              Ms. Kelly?
17
          MS. KELLY: Your Honor, I -- I'm having
18
    difficulty locating the -- Judge Alsup's
    original filing with regards to this
19
20
    question.
21
          ALJ COOKE:
                      Okay.
22
          MS. KELLY:
                      Okay.
2.3
                      Ms. Sheriff, was one of the
          ALJ COOKE:
    questions on redirect related to one of your
24
25
    questions? Go ahead now.
26
          MS. SHERIFF:
                        Thank you, your Honor.
27
    Yes, it was. It was regarding the timeline
    for the regional restructuring plan.
2.8
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```
ALJ COOKE: Okay. So did you have any
 1
    recross?
 3
          MS. SHERIFF: I do, your Honor.
          ALJ COOKE: Please go ahead.
 4
 5
          MS. SHERIFF:
                         Thank you.
 6
                  RECROSS-EXAMINATION
 7
    BY MS. SHERIFF:
              Mr. Vesey, just to be clear from my
 8
 9
    understanding for the record, if, as of
10
    June 30, 2020, upon the exit from
11
    bankruptcy -- if there were no encumbrances,
12
    you believe the company could accomplish the
    regional restructuring plan, and implement it
13
    by Q-1, 2021?
14
              It would have been my goal to
15
    actually roll into a regional structure at
16
    that time.
17
18
              By Q-1, 2020 --
          0
19
          Α
              0-1, 2021.
              We discussed the encumbrance of the
2.0
21
    wildfire season, if my memory serves.
    that your understanding, as well?
22
2.3
          Α
              Yes.
              Can you define for me what your
24
          O
    understanding of the timing of the wildfire
25
26
    season is for the company?
              Yeah. I -- well, my belief,
27
28
    anticipating it, is that the wildfire season
```

for us can begin as early as June, and we can 1 potentially still have events as late as November, until the rains materialize. So my 3 view is between June and the end of November 4 I would be hesitant to be doing anything that 5 6 could be disruptive to the organization. 7 Understood. Thank you for that clarification. 8 9 Are there any additional 10 encumbrances that you had in mind when you 11 responded to the question of Mr. Manheim? 12 No, that was -- that was my major 13 concern. 14 Thank you. Q 15 Thank you, your Honor. 16 ALJ COOKE: All right. Ms. Kelly? 17 MR. STRAUSS: SBUA has no recross. 18 ALJ COOKE: Right. Ms. Kelly's up 19 next. 2.0 MS. KELLY: I actually believe that 21 everything that I need is -- is already submitted into the record in other documents. 22 2.3 ALJ COOKE: Okay. Thank you. Is there 24 any --25 MR. MANHEIM: No, your Honor. 26 ALJ COOKE: -- redirect? All right. 27 Thank you. 2.8 Thank you, Mr. Vesey. You are

1	excused.
2	Let's be off the record.
3	(Off the record.)
4	ALJ COOKE: Let's be on the record.
5	At this time, we call to the stand
6	Mr. Wells on behalf of Pacific Gas &
7	Electric.
8	Please stand and raise your right
9	hand.
10	JASON WELLS, called as a witness by
11	Pacific Gas & Electric Company, having been sworn, testified as follows:
12	THE WITNESS: I do.
13	ALJ COOKE: Thank you. Please be
14	seated, and state your name and place of
15	business for the record.
16	THE WITNESS: Jason Wells, 77 Beale
17	Street, San Francisco, California.
18	ALJ COOKE: Thank you.
19	Do you want to do the introduction,
20	Mr. Weissmann?
21	MR. WEISSMANN: Thank you, your Honor.
22	DIRECT EXAMINATION
23	BY MR. WEISSMANN:
24	Q Good afternoon, Mr. Wells. Thank
25	you for your patience.
26	What is your title?
27	A I'm executive vice president and
28	chief financial officer for PG&E Corporation.

```
Are you sponsoring what has been
 1
    marked for identification as Chapter 2 of
    PG&E-1?
 3
          Α
              I am.
 4
              Are you also sponsoring the
 5
 6
    relevant portions of the corrections volume,
    which has been marked as Exhibit 7, as it
 7
    relates to your testimony?
 9
          Α
              Yes, I am.
10
              Are you also sponsoring what has
          Q
11
    been marked for identification as Exhibits
    PG&E-9, 10, 11, 12, 13, 14, 15?
12
              Yes, I am.
13
          Α
14
              Turning your attention to
    page 2-20, line 10 --
15
16
          ALJ COOKE: Of which exhibit?
17
          MR. WEISSMANN: Of -- of Chapter 2 of
18
    Exhibit 1.
19
          ALJ COOKE: Go ahead.
    BY MR. WEISSMANN:
2.0
21
              Do you see there where it refers to
    reducing the utility's cost of long-term
22
23
    borrowing by over one billion? Do you see
24
    that?
25
          Α
              Yes, I do.
26
              And would you like to make a
27
    correction to that phrase?
2.8
          A
              I would.
```

What would the correction be? 1 0 Less than one billion. Α Subject to those corrections, do 3 Q you adopt the testimony that we have 4 identified as being sponsored by you? 5 6 Α I do. 7 And was that testimony prepared by you or under your direction? 9 Α It was. 10 0 And do -- is that testimony true 11 and correct, to the best of your knowledge and belief? 12 13 Α Yes, it is. MR. WEISSMANN: Your Honor, the witness 14 15 is available for cross-examination. 16 ALJ COOKE: Okay. Thank you. So we are going to begin cross-examination tomorrow 17 18 for this witness at 8:30 a.m. The first party that will begin is A4NR, followed by 19 MCE, then CLECA, City and County of 2.0 San Francisco, Mr. Abrams, EPUC, TURN, Cal 21 Advocates. Okay? 22 We have a lot of business to do 2.3 tomorrow, so please try to refine down as 24 much as possible your questioning. Following 25 Mr. Wells, we will have Ms. Brownell, and 26 27 then Ms. Hogle. 2.8 MR. WEISSMANN: Hogle, yes.

```
ALJ COOKE: And we'll have a very long
 1
 2.
    day tomorrow.
          MR. WEISSMANN: What time should we
 3
    expect to end tomorrow, your Honor?
 4
          ALJ COOKE:
                      I will have a better answer
 5
 6
    for you at lunchtime tomorrow. All right.
 7
          MR. ALCANTAR: Not earlier than 4:00, I
    think is what is being asked. Right?
 8
 9
          MR. WEISSMANN: Certainly not earlier
    than 4:00, but for purposes of some might
10
11
    have travel plans, and some -- and that's why
    I'm asking.
12
13
          ALJ COOKE:
                     Yeah.
14
              I think we'll have to see how it
    goes with the cross-examination for
15
16
    Mr. Wells. If we're moving through it
    quickly, I think, then, we have an earlier,
17
18
    you know, four o'clock end; if we are not,
    given the constraints of the witnesses, we
19
20
    will figure out a plan of action at that
21
    point. Okay?
              Thank you, everybody, and I
22
23
    appreciate your indulgence for my presence
    today. I am anticipating it will be me
24
    tomorrow, as well, and so I will most likely
25
26
    see you all at 8:30 tomorrow morning.
27
              Off the record.
          ///
28
```

```
(Whereupon, at the hour of 12:52
 1
      p.m., this matter having been continued
      to 8:30 a.m., February 28, 2020 at San Francisco, California, the
 2
 3
      Commission then adjourned.)
 4
 5
 6
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1	BEFORE THE PUBLIC UTILITIES COMMISSION
2	OF THE
3	STATE OF CALIFORNIA
4	
5	
6	CERTIFICATION OF TRANSCRIPT OF PROCEEDING
7	I, KARLY POWERS, CERTIFIED SHORTHAND REPORTER
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9	HEREBY CERTIFY THAT THE PAGES OF THIS TRANSCRIPT
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14	EVENTS OF THE MATTER OR THE OUTCOME OF THE PROCEEDING.
15	EXECUTED THIS MARCH 05, 2020.
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21	KARLY POWERS CSR NO.#13991
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2	OF THE
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21	REBEKAH L. DE ROSA CSR NO. 8708
22	CSR NO. 0700
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